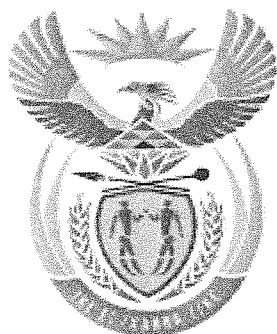


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
PERSONNEL MANAGEMENT N4**

24 JUNE 2014

This marking guideline consists of 9 pages.

SECTION A**QUESTION 1**

- 1.1 True
- 1.2 False
- 1.3 False
- 1.4 False
- 1.5 True
- 1.6 True
- 1.7 True
- 1.8 True
- 1.9 False
- 1.10 True
- 1.11 True
- 1.12 True
- 1.13 True
- 1.14 True
- 1.15 False
- 1.16 False
- 1.17 False
- 1.18 True
- 1.19 False
- 1.20 True
- 1.21 True
- 1.22 True
- 1.23 False
- 1.24 True
- 1.25 False

(25 × 1) [25]

QUESTION 2

- 2.1 Job description
- 2.2 Questionnaire
- 2.3 Job specification
- 2.4 Compensation management
- 2.5 Safety and health measures
- 2.6 Productivity
- 2.7 Training
- 2.8 Work measurement
- 2.9 External factors
- 2.10 Structured interview
- 2.11 Informal organisation
- 2.12 Span of control
- 2.13 Job depth
- 2.14 Remuneration package
- 2.15 Functional organisation structure

(15 × 1) [15]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section

QUESTION 3

- 3.1
- Line and Staff organisation structure
 - Reason: A business consultant has been hired to assist the company
- (2)
- 3.2
- Hardware department;
 - Building material;
 - Garden and Outdoor
- (3)
- 3.3
- Total number of staff involved and working at De La Rey's Hardware and Building Materials
- 35 staff members
- (1)
- 3.4
- ADVANTAGES:**
- Expert knowledge is immediately available to enhance the knowledge of line functionaries;
 - There is a possibility of departmental development;
 - Line manager's job is made easier and more effective;
 - Specialisation is possible
- (Any 4 × 1)
- (4)
- DISADVANTAGES:**
- The unity of the enterprise can be threatened by conflict;
 - Managers could feel threatened by experts;
 - Staff functionaries can feel frustrated and useless if their advice is not taken since they do not have enforceable authority and cannot influence unity of command
 - Staff functionaries could try to prove themselves by kingdom building, unnecessary investigations and long reports;
 - Decision-making can be slowed down;
 - Staff functionaries could become too theoretical and therefore impractical
 - Salary expenses for the enterprise increase;
 - Conflict can exist between staff functionaries and line functionaries
- (Any 4 × 1)
- (4)
- 3.5
- STAFF AUTHORITY**
- A manager might have technical expertise which could be useful to another department;
 - He could give advice but he is not allowed to enforce the advice that he gives;
 - Give advice to subordinates not under his direct control or to managers of other departments
- (3)

FUNCTIONAL AUTHORITY

- Manager with specific expertise which could be useful to another department;
- Can give advice but not allow to enforce the advise;
- Can only give advice to subordinates not direct under their control

(3 × 1) (3)

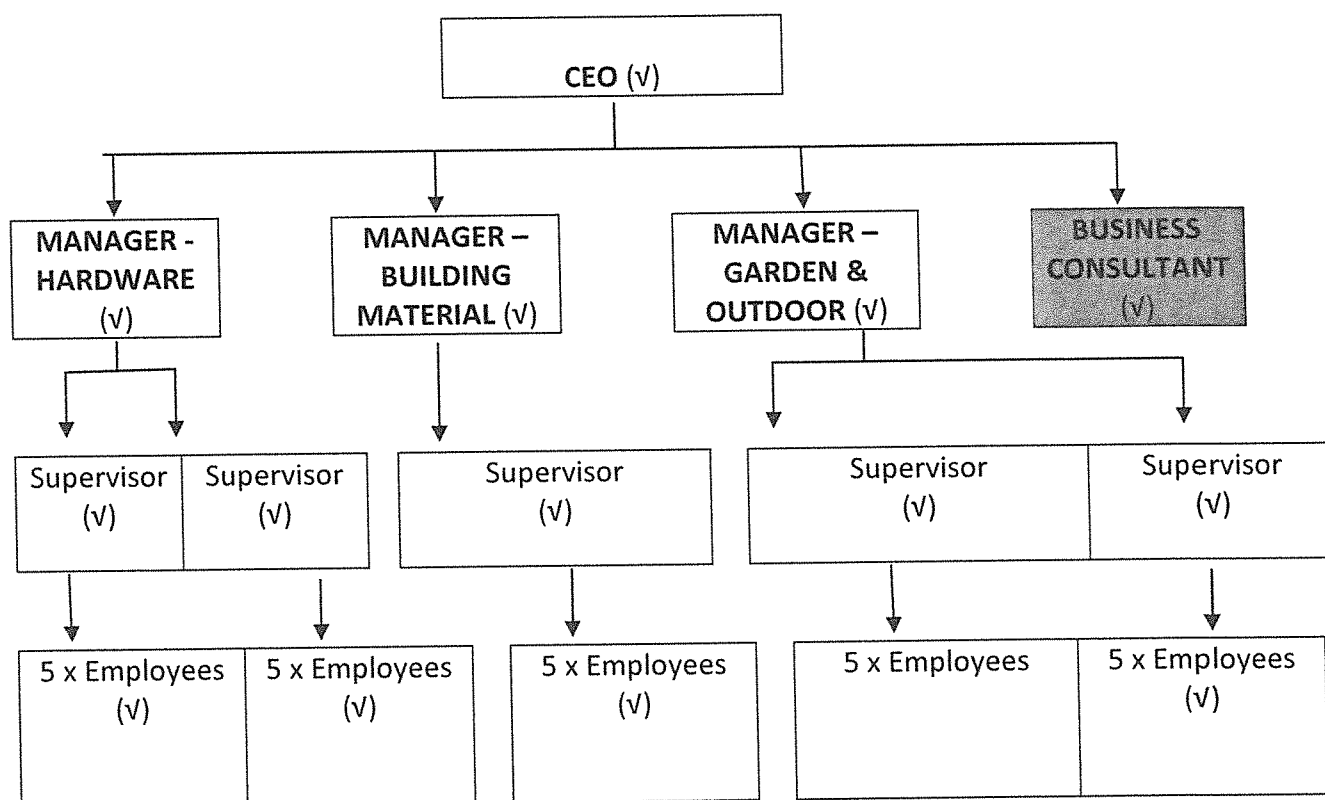
- 3.6 • The number of subordinates (✓) effectively controlled (✓) by their immediate manager or supervisor (✓) (3)

TWO TYPES OF SPAN CONTROL:

- Tall or narrow span of control;
- Flat or wide span of control

(2)

3.7 Organisation structure of De La Rey's Hardware and Building Materials

(15)
[40]

QUESTION 4

- | | | | | |
|-----|-------|--|-------------|------|
| 4.1 | 4.1.1 | Open, participative organisation culture | | (1) |
| | 4.1.2 | <ul style="list-style-type: none"> • Management encourage and rewards risk-taking and change • Decisions based on intuition are valued • Experimenting with new technologies • Encourages good ideas to run with it • Treated failures as learning experiences • Rapidly respond to changing needs of customers • Only a few rules and regulations for employees to follow • Little supervision • Management believes that its employees are hardworking and trustworthy • Treating people well which result in high productivity | (10 × 1) | (10) |
| | 4.1.3 | <ul style="list-style-type: none"> • Employees are positive towards the enterprise • Employees accept management ideas readily • Changes are easily accepted • Increased co-operation • Decrease in conflict and grievances • Decrease in labour turnover | (Any 5 × 2) | (10) |
| 4.2 | | <ul style="list-style-type: none"> • Economic change • Technological change • Social change • Political change • Enterprise structure | | (5) |
| 4.3 | | <ul style="list-style-type: none"> • Habit – when confronted with change employees resist because of their habit to do so; • Security – uncertain about their future and work security; • Economic factors – people concerned that change will affect their income; • Fear of the unknown – uncertain about how change will affect their work and lives; • Awareness of weaknesses in the proposed changes; • Incomplete information – employees not given the reasons for the proposed change; • Threat to social system – influence social relationships, disrupt friendships | (7 × 2) | (14) |
- [40]

QUESTION 5

5.1 5.1.1 Assigning formal authority, responsibility and accountability (✓) for the completion of specific activities (✓) to a subordinate (✓) (3 × 1) (3)

5.1.2 • Authority
• Responsibility
• Accountability (3)

5.1.3 • Task delegated, management can accept increased responsibility from higher-level managers – leads to increase effectiveness
• Better decisions can be taken since subordinates have a clear view of the facts
• Decision-making is speeded up
• Subordinates are trained and this improves their self-confidence and willingness to take initiative (4)

5.1.4 • Manager is too disorganised or inflexible to delegate effectively
• There is insecurity and confusion about who is responsible for a task
• Manager must retain accountability for the actions of a subordinate
• Managers fear their authority is reduced
• Manager is threatened by the success of subordinate
• A subordinate wants to avoid responsibility and risk
(Any 5 × 1) (5)

5.2

Basic tasks:	Additional tasks:
• Planning • Organising • Leading/Directing • Control	• Decision-making • Communication • Motivation; • Co-ordination • Delegation • Discipline

(4 + 5) (9)

5.3 • Simplification of procedures and methods
• Elimination of unproductive tasks
• More effective control by management
• Decrease in number of mistakes made
• Elimination of duplication of work
• Effective utilisation of workers
• Modernisation of equipment/technology
• Increase in overall efficiency
• Cost saving
(Any 6 × 1) (6)

- 5.4
- Management should purposefully embark on participative management schemes
 - Employees should be given individual attention, starting with proper induction
 - Employees should work as teams
 - Managers must concentrate on the needs of the individual workers first
 - Sometimes the enterprise should loose money to make sure that the individuals are happy and consequently productive
 - Continuous training and staff development
 - Legislation should be challenged
 - Increase research and development spending
 - Manage employees by means of management by objectives (mbo)
 - Government needs to address the population explosion
 - Continuous attention given to the development of the skills act
 - Negotiations should be on-going between management and trade unions – have a win-win attitude
 - Apply measures to stop injuries and lost time
- (Any 10 × 1) (10)
[40]

QUESTION 6

- 6.1 Job analysis (1)
- 6.2
- Human resource planning
 - Recruitment, selection and placement
 - Training and development
 - Setting up correct remuneration structures
 - Employee performance appraisal
 - A healthy and safe working environment
 - Individual career planning
- (Any 6 × 1) (6)
- 6.3 JOB DESCRIPTION
- Clarifies the content of what an employee does
 - What the job is about
- (3 × 1) (3)
- JOB SPECIFICATION
- Who fills the job
 - What is required to perform the job to the standard required by the organisation
- (3 × 1) (3)
- 6.4
- Achieve departmental and organisational goals with reference to skills training and development
 - Training of staff to improve their abilities
 - Workshops on labour changes
 - Performance evaluation
 - Evaluate working conditions to ensure health and safe work environment
 - Review health and safety plan annually
- (Any 5 × 1) (5)

- 6.5
- Interview
 - Observation
 - Questionnaire
 - Incumbent's diary/logbook
- (4)
- 6.6
- 13th cheque
 - Car allowance
 - Membership of an approved medical scheme
 - Membership of pension scheme
- (4)
- 6.7
- Having the necessary medical facilities on the premises
 - Implementing a program to assist persons who are suffering from alcoholism, drug addiction, mental disorder, AIDS , et cetera
 - Implementing safety and health awareness programs
 - Paying special attention to the cleanliness and hygiene of all facilities
 - Providing first aid and paramedic facilities when needed
 - Keeping of confidential and complete medical records
 - Ensuring that the necessary statutes are implemented and heeded
 - Implementing a company policy inclusive of all health and safety measures
 - Developing safe and healthy processes and procedures
 - Adherence to safe and healthy processes
 - Observing and inspecting regularly
 - Investigating and reporting accidents
 - Measuring safety
 - Acknowledging safe and healthy working conditions and actions of employees
- (7 × 2) (14)
[40]

QUESTION 7

- 7.1
- To ensure that all employees understand that an organisation employs unique individuals who each make an important impact on the organisation effectiveness
 - To create a culture where both employees and the organisation focus on the same goals and objectives
 - To support all managers in the execution of their tasks
 - To ensure that the enterprise is properly staffed
 - To develop the potential of every employee by means of training
 - To retain staff by rewarding them for jobs effectively done
 - To be the link between management and the employees regarding all matters
 - To be the link between the external environment and the enterprise regarding all HR matters
- (Any 6 × 2) (12)

7.2	- Human resources provisioning - Human resources maintenance - Human resources utilisation - Human resources development	(4)
7.3	7.3.1 - Process of deciding/estimating/determination in advance - What the correct amount of employees are - Who possess the correct type/specific skills that are needed to do the various tasks - Where the task will be carried out - And when the task will be carried out 7.3.2 - Having labour available for the future - Establishment of a happy labour force - Ensure enterprise productivity - Complement national economy - Facilitates changes - Provide important information for dealing with employees in an enterprise 7.3.3 INTERNAL FACTORS - Objectives of the enterprise - Enterprise style - Nature of the task - Work groups EXTERNAL FACTORS - Trade unions - Government requirements and regulations - Economic conditions - Technological changes	(5) (6) (8 × 1) (8)
7.4	Step 1: Setting of objectives and strategic plan of the enterprise Step 2: Analysis of current human resources situation Step 3: Forecasting of future manpower requirements Step 4: Human resources audit Step 5: Implementation of action programme	(5 × 1) (5) [40]
TOTAL SECTION B:		160
GRAND TOTAL:		200