



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

JUNE EXAMINATION

PERSONNEL MANAGEMENT N4

8 JUNE 2016

This marking guideline consists of 10 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 Work study.
- 1.2 Off-the-job training
- 1.3 Efficiency
- 1.4 Delegation
- 1.5 Span of control
- 1.6 Authority
- 1.7 Organisational structure
- 1.8 Reference groups
- 1.8 Image
- 1.9 Organisational change
- 1.10 Supply

(10 x 1) [10]

QUESTION 2

- 2.1 G
- 2.2 I
- 2.3 J
- 2.4 D
- 2.5 H
- 2.6 C
- 2.7 A
- 2.8 E
- 2.9 B
- 2.10 F

(10 x 1) [10]

QUESTION 3

- 3.1 Functional organisational structure
- 3.2 Job depth
- 3.3 Productivity
- 3.4 External factors
- 3.5 Line structure
- 3.6 Span of control
- 3.7 Informal organisation
- 3.8 Narrow span of control
- 3.9 Planning
- 3.10 Delegation of authority

(10 x 1) [10]

QUESTION 4

- 4.1 A
- 4.2 D
- 4.3 C
- 4.4 A
- 4.5 A
- 4.6 B
- 4.7 D
- 4.8 C
- 4.9 A
- 4.10 D

(10 x 1) [10]

TOTAL SECITON A: 40**SECTION B****QUESTION 5**

- 5.1
- The organisational structure – how employees feel about the rules, regulations and procedures and how they experience communication and the general atmosphere of the organisation.
 - Job responsibilities- how employees experience being in charge of their own jobs.
 - Rewards- how employees feel about rewards received the emphasis on their positive or negative responses to work done and the perceived fairness of remuneration policies.
 - Risk – the challenge that a job holds.
 - Warmth – the friendship and friendliness of co-workers. The existence of social and informal groups of which the employee can be a member.
 - Support – the amount of help which managers provide as well as support from fellow-workers.
 - Standards – the importance of doing work to a particular standard as set out by management and attaining required performance standards.
 - Conflict – the manner in which problems are handled by management.
 - Identity- the feeling of belonging to a team and the importance that management places on team building.
 - Leader-subordinate relationships- the most important characteristic of the culture.
 - Employees are positive towards the enterprise.
 - Employees accept management ideas readily.
 - Changes are easily accepted.
 - Increased co-operation
 - Decease in conflicts and grievances
 - Decrease in labour turnover

(Any 6 x 2) (12)

- 5.2
- Employees are positive towards the enterprise.
 - Employees accept management ideas readily.
 - Changes are easily accepted.
 - Increased co-operation
 - Decrease in conflicts and grievances
 - Decrease in labour turnover
- (Any 4 x 2) (8)
- 5.3
- Step 1: List the work that needs to be done to accomplish organisational effectiveness.
 - Step 2: Divide the total work load into tasks that are logically and comfortably performed by an individual or a group.
 - Step 3: Combine tasks in a logical and efficient way.
 - Step 4: Set up channels and methods for communication and co-ordination.
 - Step 5: Constantly monitor
- (5 x 2) (10)
- 5.4
- To ensure that the right people are available to meet staffing requirements.
 - To handle diversity of work.
 - To provide employees with realistic job expectations.
 - Enterprises downsize, restructure or re-engineer due to mechanisation and computerisation
 - Enterprises are realising that some employees cannot realise their personal goals within the enterprise, and assist the individual to find alternative suitable employment.
 - Realistic job and career opportunities to match the abilities and needs of the individual
 - Effective use of the work-force
 - Reduced absenteeism
 - Lower staff turnover
 - Improved morale among employees
 - Less wastage
 - Better organisational image.
- (Any 5 x 2) (10)
[40]

QUESTION 6

- 6.1 Organisational development has the aim of improving organisational effectiveness by changing attitudes, perceptions, behaviours and expectations. (2)
- 6.2
- Sensitivity training
Here groups get together in an unstructured way to discuss their interactive processes. The objectives are for the participants to see themselves as others see them and to understand each other better and learn to empathise with one another, to listen better, to be more open and tolerant of individual differences and to be able to handle conflict more constructively
 - Attitude surveys.
Here questionnaires are handed out to all employees to identify problems. Feedback is given to all employees followed by workshops to allow employees to identify issues and suggest remedies.
 - Process consultation.
No organisation operates perfectly. Managers often know that something is wrong, but they are unable to identify or fix the problem. Here an outside consultant is called in to assist management in identifying the problem and suggesting ways to solve it. The consultant will help the group members to change the way in which they work together, and he will help the group develop problem-solving skills for the future
 - Team building
Here groups get together to set goals, to develop interpersonal relations amongst team members, to clarify each members role and responsibilities and to teach the team to trust and be open with one another. Groups will usually get together and start by deciding what the goals and priorities of the team are. This will bring any problems to the surface. The aim of this technique is to improve team effectiveness.
 - Intergroup development.
Here a dysfunctional conflict exists between groups. Each group will meet independently and come to a decision about what they think of themselves and what they think the other group thinks of them. The two groups will then share the information and discuss the differences and similarities, and come to a compromise.
 - Transactional analysis
Here two or three people get together with the purpose of learning to send messages that are clear and to give responses that are reasonable. Transactional analysis aims to reduce destructive communication habits that cause conflict between people.
 - Behaviour modelling
Here managers and supervisors become involved in interacting with their subordinates in order to change behavioural problems. The steps followed during this method are:
 - A DVD is viewed to demonstrate the correct behaviour
 - Trainees simulate roles and attempt to re-enact the correct behaviour
 - The acquired skill is transferred to the actual working situation.
- (Any 6 x 2) (12)

- 6.3
- Be sure that there is a need for change.
 - Plan towards a result and keep all people involved informed.
 - Emphasise the change that will benefit individual employees in some way.
 - The future situation must be realistic.
 - All employees involved should understand how the steps in the process work.
 - The change process should be evaluated regularly and feedback provided to all employees.
 - Ensure support from management, employees and clients.
 - Ensure that change is consistent with the norms and values of the organisation.
 - Change must be seen as reducing rather than increasing present problems.
 - Change must not threaten the autonomy and security of those involved.
- (Any 5 x 2) (10)
- 6.4
- Education and communication: Employees need to be shown the logic of a change. Employers also need full facts about the change. Communication can take various forms, but management must ensure that mutual trust and credibility are established during communication.
 - Participation and involvement: Employees will always resist change if they were not involved in the decision-making process. They should, however, be trained to gain the expertise required to make a meaningful contribution.
 - Negotiation and agreement: Negotiation involves exchanging something of value for a lessening of the resistance. Negotiation is especially necessary when negotiation comes from a powerful source.
 - Facilitation and support: Individuals in the form of 'change agents' should be identified or employed to help employees through the process of change.
 - Manipulation and co-optation: Manipulation means to twist and distort facts to make them appear more attractive and withholding undesirable information.
 - Coercion: This tactic means that direct threats and force are used on the resisters. These threats can be explicit or implicit.
- (Any 5 x 2) (10)
- 6.5
- Suits a single business.
 - Ensures management control of results.
 - Promotes in-depth functional expertise.
 - Makes it easier to develop specialised competencies.
 - Enhances operating efficiency in each functional area.
 - Ensures that each employee has a clear understanding of where he/she fits in.
 - Facilitates the development of a cohesive team spirit within each function.
- (Any 3 x 2) (6)
[40]

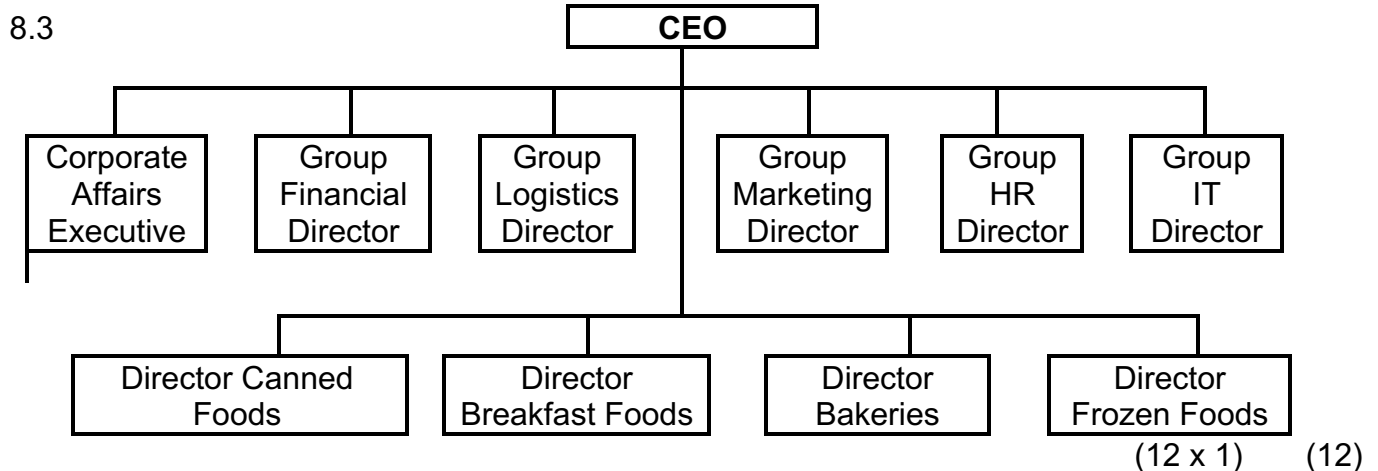
QUESTION 7

- 7.1
- Management should purposefully embark on participation 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 has to lose money to make sure that the individuals are happy and consequently productive.
 - Continuous training and staff development should be one of the main aims of the enterprise.
 - Legislation should be challenged.
 - Increase research- and development spending.
 - Manage employees by means of management by objective (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.
 - Apply measures to stop injuries and lost time. (Any 6 x 2) (12)
- 7.2
- 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
 - Increase in overall efficiency
 - Cost saving (Any 5 x 2) (10)

- 7.3 7.3.1 Delegation of authority is the act of assigning formal authority and responsibility for the completion of specific activities to a subordinate. (2)
- 7.3.2
 - The unity-of –command principle, i.e. that each individual only report to one supervisor must stay intact.
 - A clear line of authority running from the highest to the lowest level authority must be established
 - Accountability must be assigned for specific tasks to the lowest organisational level at which sufficient ability and information exists to carry out effectively and completely.
 - A surbordinate must be responsible for specific results.
 - The surbordinate must be given freedom to choose the method and solution to carry out the task.
 - The surbordinate must be given the freedom to make mistakes.
 - Open communication lines must exist so that surbordinate will feel to use his abilities and to feel he will be supported.
 - The manager must have ability to analyse the culture of his department, the requirements for the execution of the task, and the capabilities of the surbordinate.
 - Specific tasks must be delegated.
 - Specific surbordinate must be assigned specific delegated tasks.
 - The assignment must actually be delegated.
 - A feedback system must be established. (Any 4 x 2) (8)
- 7.4
 - Planning – the first step in the management process is always the management task of planning, which is deciding what the organisation is going to do.
 - Organising – the second step in this management process is the task of organising, which is deciding how the organisation is going to implement the plans it has come up with.
 - Leading – the third step in this management process is the task of leading, which is ensuring that the human resources in the organisation are willing and able to implement the plans required to achieve its goals, after we have organised the resources needed to do this.
 - Controlling – the fourth and last step in the management process is the task of controlling, which is measuring how well the organisation is doing in implementing the plans that are in place. (4 x 2) (8) [40]

QUESTION 8

- 8.1
- Interviewer will ask direct, planned questions during the interview if it is structured.
 - A structured interview will result into closed-ended questions which will allow for short answers.
 - A loose or unstructured interview questions will be broad and general.
 - In an unstructured interview the interviewee is allowed to elaborate.
 - A representative number of incumbents to be interviewed for the results not to be manipulated.
 - An atmosphere of trust to be created by allowing the incumbents the opportunity to talk.
 - If the interview is loose or unstructured, the danger is that the participant will provide a lot of subjective opinions and try to manipulate the importance of the job to the interviewer.
 - There is also the possibility that interviewers will be more biased towards interviewees who reflect their own values, norms and attitudes. (8 x 1) (8)
- 8.2
- Job description – It states what an incumbent does, how it is done, and why it is done. Job description refers to a job on the operative level, and includes a written description of a job title, duties, responsibilities and the location on the organisational chart.
 - Job specification – States the minimum acceptable qualifications that an employee must possess to perform a given job successfully. It identifies the knowledge, skills and abilities to do the job effectively. (2 x 4) (8)



- 8.4
- Suits a business with a diverse product range.
 - Ensures profit responsibility is delegated to divisional heads.
 - Promotes in-depth expertise for each product category
 - Makes it easier to develop and focus on brand marketing.
 - Creates promotion opportunities for junior and middle managers.
 - Provides a training ground for top management.
 - Facilitates the development of a cohesive 'team spirit' within each division. (Any 6 x 2) (12)
- [40]**

QUESTION 9

- 9.1
- To ensure that all employees understand that an organisation employs unique individuals who each make an important impact on the organisation's effectiveness.
 - To create a culture where the worker and the enterprise can accept and change/adjust in order to strive for the same goals and objectives.
 - To support all managers in the execution of their tasks by assisting them in all matters relating to human resource management.
 - 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 employees regarding all matters.
 - To be the link between the external environment and the enterprise regarding HR matters. (Any 6 x 2) (12)
- 9.2
- Having labour available for the future
 - Establishment of a happy labour force
 - Ensure enterprise productivity
 - Complement national economy
 - Facilitate changes
 - Provides important information (Any 5 x 2) (10)
- 9.3
- Objectives of the enterprise
 - Enterprise style
 - Nature of the task
 - Work groups (4 x 2) (8)
- 9.4
- The organisation is forced to consider the fluctuating external environment.
 - The organisation is guided by orderly and logical activities.
 - It makes it easier for employees to work as a team and therefore keeps them more motivated.
 - The organisation is able to operate in a more economical way as planning ensures that time, money and human resources are utilised correctly and not wasted.
 - Control and supervision of employees are made easier, since standards have been set. (Any 5 x 2) (10)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200