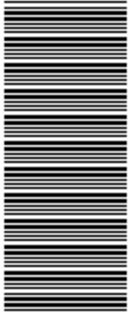


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1260(E)(J8)H
JUNE EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

8 June 2016 (X-Paper)
09:00–12:00

This question paper consists of 10 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N4
TIME: 3 HOURS
MARKS: 200

NOTE: If you answer more than the required number of questions, only the required number of questions will be marked. All work you do not want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. SECTION A is COMPULSORY.
 2. Answer any FOUR questions from SECTION B.
 3. Read ALL the questions carefully.
 4. Number the answers according to the numbering system used in this question paper.
 5. Write neatly and legibly.
-

SECTION A (COMPULSORY)**QUESTION 1**

Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.1–1.10) in the ANSWER BOOK.

- 1.1 (Work study/Work measurement) is the overall term referring to the scientific observation and analysis of ALL processes in the workplace.
- 1.2 (On-the job/Off-the-job training) is usually done in a classroom situation.
- 1.3 Refers to doing things the right way (efficiency/effectiveness).
- 1.4 (Delegation/Co-ordination) is the allocation and responsibilities to various levels of subordinates in an organisation.
- 1.5 Refers to the number of subordinates who report directly to a particular manager (division of labour/span of control).
- 1.6 The power and rights to do certain things that the organisation bestows on an individual (responsibility/authority).
- 1.7 (Organisational structure/Delegation) is the way in which job tasks are formally divided, grouped and co-ordinated.
- 1.8 Members have the same values and attitudes (interest groups/reference groups).
- 1.8 The (culture/image) is based on what it does and whether it is regarded as a good and advantageous place to do business.
- 1.9 (Organisational structure/Organisational change) is any alteration in one or more elements of the organisation.
- 1.10 The human resources audit refers to the (supply/demand) side of the HR planning equation.

(10 x 1) **[10]**

QUESTION 2

Choose a description from COLUMN B that matches a/an word/item in COLUMN A. Write only the letter (A–J) next to the question number (2.1–2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1	Conflict	A	a roadmap of what the organisation's future make up will be, what it is trying to become, the direction it is headed and the capabilities it plans to develop
2.2	Job satisfaction	B	the broad guidelines of an enterprise, which guides the managers and the workers in decision making
2.3	Organisational development	C	divide the total work load into tasks that are logically and comfortably performed by an individual or a group
2.4	Departmentalisation	D	combine tasks in a logical and efficient way
2.5	A service function	E	managers have relatively few subordinates reporting to them
2.6	Division of labour	F	the union of interests, purposes or interests within a group
2.7	Vision	G	a clash between individuals or groups
2.8	Narrow span of control	H	includes the day-to-day activities, for example recruitment, training, et cetera
2.9	Policy	I	the general attitude that people have about their jobs
2.10	Solidarity	J	has the aim of improving organisational effectiveness by changing attitudes, perceptions, behaviours and expectations

(10 x 1)

[10]

QUESTION 3

Give ONE word(s) for each of the following descriptions by choosing a word(s) from the list below. Write only the answer next to the question number (3.1–3.10) in the ANSWER BOOK. Each word(s) may only be used ONCE.

remuneration package; informal organisation; span of control;
delegation of authority; line structure; job depth; external factors; productivity;
planning; unity of command; informal organisational structure;
functional organisational structure; narrow span of control

- 3.1 A structure built on the line and staff structure by placing experts in line positions in certain aspects
- 3.2 It forms part of a job description
- 3.3 It refers to the ratio of output to input
- 3.4 Trade unions, government regulations and economic conditions fall under these aspects.
- 3.5 It is a simple structure and therefore saves on costs.
- 3.6 It refers to the number of employees reporting to ONE manager.
- 3.7 It is referred to as a network of personal and social relationships between individuals in the working environment of an organisation.
- 3.8 Means that managers have relatively few subordinates reporting to them.
- 3.9 It is the starting point of ALL activities within the enterprise.
- 3.10 The delegation of tasks to subordinates at any time.

(10 x 1) [10]

QUESTION 4

Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (4.1–4.10) in the ANSWER BOOK.

- 4.1 Additional management tasks:
- A Decision making, communication and motivation
 - B Planning, organising and leading
 - C Vision, mission and policy
 - D Strength, weaknesses and opportunities
- 4.2 A disadvantage of a line-and-staff organisational structure:
- A This structure is unbending and cannot adapt to change easily
 - B There are too many managerial levels and consequently communication suffers
 - C Can negatively impact on overall corporate culture as divisions develop their own identities
 - D The unity of the enterprise can be threatened by conflict
- 4.3 Responsibility means ...
- A when an individual is called to account for their actions.
 - B the formal power based on the individual's position in the organisation.
 - C the employee is placed in a position of trust to act without having to receive constant instructions.
 - D the act of assigning formal authority and responsibility for the completion of specific activities to a subordinate.
- 4.4 The function of an organisational structure:
- A Promote communication
 - B Hostility increases
 - C Productivity suffers
 - D Hostility suffers
- 4.5 Items included in the job specification
- A Training, judgement and responsibilities
 - B Task summary, relations and job standards
 - C Recruitment, placement and induction
 - D Organisational structure, promotion and transfers

- 4.6 Human resources maintenance activities:
- A Training, development and succession planning
 - B Employee relations, employee wellness and performance management
 - C Job specification, communication and career management
 - D Job description, induction and selection
- 4.7 Which ONE of the following is NOT an external factor influencing planning?
- A Objectives of the enterprise
 - B Nature of the task
 - C Work groups
 - D Technological changes
- 4.8 Guidelines for effective observation:
- A Training is completed
 - B Judgement required
 - C Use a structured checklist
 - D Physical skills necessary
- 4.9 The objectives of organisational development:
- A Improve the ability of the organisation to adapt to change
 - B Listing all tasks to be performed
 - C Dividing tasks into activities to be done by people
 - D Grouping together related tasks in a logical manner
- 4.10 The requirements for successful planning:
- A Provide job instructions
 - B Provide information
 - C Point out problems that must be attended to
 - D Goals and objectives must be clear

(10 x 1) [10]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 5

Organisational culture is the behaviour of humans within an organisation and the meaning that people attach to those behaviours. Culture includes the organisation's vision, values, norms, systems, symbols, language, assumptions, beliefs and habits.

- | | | | |
|-----|---|---------|-------------|
| 5.1 | Name and describe SIX factors affecting organisational culture. | (6 x 2) | (12) |
| 5.2 | State FOUR advantages of a more open, participative culture. | (4 x 2) | (8) |
| 5.3 | Describe FIVE basic steps which need to take place in designing the structure of an organisation. | (5 x 2) | (10) |
| 5.4 | Discuss FIVE reasons for career development. | (5 x 2) | (10) |
| | | | [40] |

QUESTION 6

Read the following case study and then answer the questions

SASOL CHANGES MOVE THROUGH THE RANKS

The restructuring that has caused energy and Petrochemicals Company Sasol to abolish the positions of 200 senior managers has now moved to lower structures of the company. Though unionised employees will be shielded from forced retrenchments, the full effect on jobs will be known only once the restructuring is complete in June.

The restructuring was now moving down to the next level of managers below senior, and then to all employees, said Elton Fortuin, Sasol's acting vice-president for communications.

[Adapted from: *Business Day*; November 2014]

- | | | |
|-----|---|--------------|
| 6.1 | Define the term <i>organisational change</i> . | (2) |
| 6.2 | Name and explain the steps that Sasol can incorporate in their change programme. | (6 x 2) (12) |
| 6.3 | Explain FIVE guidelines that Sasol can introduce to ensure that resistance to change becomes less. | (5 x 2) (10) |
| 6.4 | The unionised employees at SASOL might resist the restructuring process.

Discuss FIVE methods that Sasol can implement to overcome resistance to change. | (5 x 2) (10) |
| 6.5 | State THREE advantages of a functional organisational structure. | (3 x 2) (6) |
| | | [40] |

QUESTION 7

**NEW BOSS
NEW HOPE**

Simu Lushaba has been brought in by the Department of Telecommunications and Postal Services to stabilise the SA Post Office. His first task will be to appoint an 'intervention' team. The Post Office, apart from being completely dysfunctional due to an on-going strike that has lasted four months, runs at a huge loss, has no board, and has major issues around corruption and wasteful expenditure.

[Adapted from: *City Press*, November 2014]

- 7.1 Describe SIX criteria that can determine success to ensure productivity for the post office. (6 x 2) (12)
- 7.2 Work Study is a method that might be implemented by the post office to improve productivity.
- Describe FIVE advantages of work study. (5 x 2) (10)
- 7.3 In order for Simu Lushaba to stabilise the post office, he will use delegation and authority.
- 7.3.1 Define the term *delegation*. (2)
- 7.3.2 Suggest to Simu Lushaba the FOUR guidelines for effective delegation. (4 x 2) (8)
- 7.4 Name and briefly describe the FOUR basic management tasks that Simu Lushaba will perform to make the post office functional. (4 x 2) (8)
- [40]**

QUESTION 8

You are an N6 Human Resources student at the local FET college. You have been looking for an opportunity to get work experience to complement your studies. Telkom advertised six-month contract work placement positions for candidates who have qualifications in Human Resources up to N5 level. Successful candidates will gain work-based experience and also an opportunity to apply for permanent positions at the end of six months. The first group of selected candidates would start in May 2016.

- 8.1 If you are successful Telkom will invite you for an interview.
Describe the interview as a method of job analysis. (8 x 1) (8)
- 8.2 Job analysis is compiled from two documents.
Distinguish between the TWO documents. (4 x 2) (8)
- 8.3 Draw a divisional organisational structure for Telkom. (12 x 1) (12)
- 8.4 State SIX disadvantages of the divisional organisational structure. (6 x 2) (12)
- [40]**

QUESTION 9

Human resources planning refer to classic HR administrative functions, the evaluation and identification of human resources requirements for meeting organisational goals. It also requires an assessment of the availability of the qualified resources that will be needed.

- 9.1 Discuss SIX objectives of the human resources department. (6 x 2) (12)
- 9.2 Give FIVE reasons for human resources planning. (5 x 2) (10)
- 9.3 Name the internal factors influencing human resources planning. (4 x 2) (8)
- 9.4 State FIVE advantages of planning. (5 x 2) (10)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200