



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE PERSONNEL MANAGEMENT N4

13 JUNE 2018

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	A	(10 × 2)	(20)
	1.1.2	D		
	1.1.3	A		
	1.1.4	B		
	1.1.5	B		
	1.1.6	D		
	1.1.7	C		
	1.1.8	D		
	1.1.9	C		
	1.1.10	C		
1.2	1.2.1	True	(5 × 2)	(10)
	1.2.2	True		
	1.2.3	False		
	1.2.4	False		
	1.2.5	True		
1.3	1.3.1	Recruitment is all the activities that an organisation undertakes in order to identify and attract employees from the available pool of labour.	(5 × 2)	(10)
	1.3.2	Performance appraisal is the activity that the HR department and immediate supervisor of an employee undertakes to establish to which degree the employee performs against various standards which have been previously identified.		
	1.3.3	Productivity is the ratio of output to input.		
	1.3.4	Delegation is the act of assigning formal authority and responsibility for the completion of specific activities to a subordinate.		
	1.3.5	A view of an organisation's future direction and business makeup; a guiding concept of what the organisation is trying to do and become.		

TOTAL SECTION A: 40

SECTION B**QUESTION 2**

- 2.1 Planning
- Deciding what the organisation is going to do.
- Organising
- Deciding how the organisation is going to implement the plans it has come up with.
- Leading
- Ensuring that the human resources in the organisation are willing and able to implement the plans required to achieve its goals.
- Controlling
- Measuring how well the organisation is doing in implementing the plans that are in place. (4 × 2) (8)
- 2.2
- It has a simple structure and is easy to understand.
 - It is cheap to set up.
 - There is a structure of leadership (unity of command) where the number of subordinates reporting to one manager can visually be shown.
 - Authority and responsibility lines are clear and outlined strictly vertically.
 - It is stable.
 - Quick decision-making is possible.
 - Relationships are minimal; each person has only one supervisor.
 - A manager has complete authority in his department.
 - Delegation exists on a permanent basis – workers get used to the system. (Any 5 × 2) (10)
- 2.3
- Training
 - Experience
 - Judgement
 - Initiative
 - Physical input
 - Physical skills
 - Responsibilities
 - Communication skills
 - Emotional characteristics
 - Extraordinary demands on sensory perceptions (Any 6 × 2) (12)

- 2.4
- It develops a solution to the problem that it investigates.
 - It leads to higher productivity.
 - It is one of the best ways to generate time-related performance standards, which directly affect planning and production.
 - It can result in better and safer working conditions, by identifying and addressing potentially dangerous and harmful operations.
 - It can be applied in all workplaces.
- (5 × 2) (10)
[40]

QUESTION 3

- 3.1 3.1.1 Change is any alteration in one/more elements of the enterprise. It can be enforced by changing the economic, political, social, technological and/or external environment. (2)
- 3.1.2 • Incomplete information
• Fear of the unknown
• Security
• Habit
• Economic factors
• Awareness of weaknesses in the proposed changes
• Threat to social system (Any 5 × 2) (10)
- 3.1.3 • Education and communication
• Participation and involvement
• Facilitation and support
• Negotiation and agreement
• Manipulation and co-optation
• Coercion (Any 5 × 2) (10)
- 3.1.4 • Identify and appoint groups and individuals who could be instrumental in change to lead the change process.
• Continue to be in day-to-day contact with all top and senior personnel to report on the change process and advise revision.
• Develop and follow a change strategy plan.
• Continuously evaluate the critical performance areas of the change process and revise where necessary.
• Suggest adaptations to the structure on an ongoing basis to facilitate change. (4 × 2) (8)
- 3.2 • Personal information (e.g. name, surname, date of birth, sex, etc.)
• All training in the form of diplomas, degrees, certificates and courses
• Complete service record of all previous employees
• Results of performance evaluations and reports on promotional potential
• Personal career prospects (5 × 2) (10)
[40]

QUESTION 4

- | | | | | |
|-----|--|--|--------------|------|
| 4.1 | 4.1.1 | <ul style="list-style-type: none"> • 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 • Cost saving • Increase in overall efficiency | (Any 6 × 2) | (12) |
| | 4.1.2 | <ul style="list-style-type: none"> • Employees should be given individual attention, starting with proper induction • Employees should work as a team • Apply measures to stop injuries and lost time. • Negotiations should be ongoing between management and trade unions – have a win-win attitude. • Manage employees by means of management by objectives. • Legislation should be challenged. • Continuous training and staff development. • Management should purposefully embark on participative management schemes. • Sometimes the enterprise should lose money to make sure that the individuals are happy, and consequently productive. • Managers should concentrate on the workers' needs first. • Increase research and development spending. | (Any 10 × 1) | (10) |
| | 4.1.3 | <ul style="list-style-type: none"> • Lack of co-operation between management and employees • Employees not made to feel part of the organisation • Extreme emphasis on individualism and specialisation • Too much attention being paid to formal procedures, job descriptions, process flow • Concentrating too much on efficiency instead of seeking ways to become more effective • Technology leading to a preoccupation with numbers and figures, and not enough focus on skills training • Decrease in research and development spending, which often plays a role in improving productivity • Outdated methods of rewarding employees | (8 × 2) | (16) |
| 4.2 | Efficiency refers to doing things the right way. | | | (2) |
- [40]

QUESTION 5

- 5.1
- Human resources provisioning
 - Human resources maintenance
 - Human resources utilisation
 - Human resources development (4)
- 5.2
- STEP 1: Setting of objectives and devising a strategic plan for the enterprise
- STEP 2: Analysing of current human resources situation
- STEP 3: Forecasting of future manpower requirements
- STEP 4: Human resources audit
- STEP 5: Implementation of action plans/programme (5 × 1) (5)
- 5.3
- To ensure that all employees understand that an organisation employs unique individuals who each makes an important contribution towards the organisation's effectiveness
 - To ensure that the enterprise is properly staffed
 - To be the link between the external environment and the enterprise regarding all human resources matters
 - To retain staff by rewarding them for jobs effectively done
 - 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 develop the potential of every employee by means of training (Any 6 × 2) (12)
- 5.4
- 5.4.1
- Process of deciding/estimating/determining in advance
 - What the correct amount of employees is
 - Where the task will be carried out
 - When the task will be carried out
 - Who possesses the correct type/specific skills needed to do the various tasks (5)
- 5.4.2
- Having labour available for the future
 - Establishment of a happy labour force
 - Facilitate change
 - Complement national economy
 - Ensure enterprise productivity
 - Provide important information for dealing with employees in an enterprise (6)

- 5.4.3
- Objectives of the enterprise
 - Enterprise style
 - Work groups
 - Nature of task
 - Trade unions
 - Government requirements and regulations
 - Technological changes
 - Economic conditions

(8)
[40]

QUESTION 6

- 6.1
- Job title
 - Place of work
 - Title of department or section
 - Work summary
 - Work hours
 - Tasks
 - Responsibilities
 - Working conditions
 - Machinery or equipment to be used
 - Materials and documents to be used
 - Potential dangers
- (Any 6 × 2) (12)
- 6.2
- Pension schemes
 - Company cars
 - Retirement counselling
 - Holidays
 - Child care and elderly care
- (5)
- 6.3
- It is highly effective.
 - Motivation takes place by means of management by objectives.
 - Employees participate in decision-making within teams.
 - Authority is delegated to lower levels.
 - Employees get rewarded for excellent performance.
 - Communication is open and friendly.
 - Conflict is handled effectively.
 - Task enrichment is encouraged.
 - There is opportunity for job enlargement.
 - Employees have confidence in their leaders.
 - Employees are being developed.
- (Any 5 × 2) (10)
- 6.4
- Interacting groups
 - Coacting groups
 - Counteracting groups
- (3)

6.5

INFORMAL STRUCTURE/GROUPS	FORMAL STRUCTURE/GROUPS
• Not shown on organisational chart	• Shown on an organisational chart
• Loose, non-hierarchical structure	• Tight hierarchical structure
• Usually small or smaller than formal groups	• Larger than informal groups
• They do not have names.	• Groups have names.
• The structure is not always clear.	• The structure is clear.
• Members do not always know exactly who is part of the group.	• Members should know who is part of the group.
• It is important for the members to feel that they belong to a group of people who share their interests, worries, problems and needs.	• It is important for the members to feel that they belong to a group of people who share objectives, and who work well together.
• The structure can change often, and quickly.	• The structure can change, but not very often and not very quickly.
• Employees can and often do belong to more than one group.	• Employees belong to one group only.

(Any 5 × 2)

(10)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200