



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

5 JUNE 2019

This marking guideline consists of 9 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	B		
	1.1.2	A		
	1.1.3	A		
	1.1.4	B		
	1.1.5	C		
	1.1.6	D		
	1.1.7	C		
	1.1.8	D		
	1.1.9	C		
	1.1.10	C		
			(10 × 2)	(20)
1.2	1.2.1	J		
	1.2.2	F		
	1.2.3	D		
	1.2.4	G		
	1.2.5	B		
	1.2.6	E		
	1.2.7	L		
	1.2.8	H		
	1.2.9	A		
	1.2.10	C		
			(10 × 2)	(20)
				[40]
TOTAL SECTION A:				40

SECTION B**QUESTION 2**

2.1	2.1.1	4		(2)
	2.1.2	4		(2)
	2.1.3	10		(2)
	2.1.4	18		(3)
	2.1.5	41		(3)
2.2	The human resources function refers to the activities and processes of the human resources department where it applies expertise to assist the organisation to effectively utilise its human resources to achieve the vision, mission and long-term goals of the organisation.			(2)

- 2.3
- Groups regard each other as enemies.
 - Perception becomes negative and distorted.
 - Hostility increases.
 - Positive aspects of the situation are ignored.
 - Interaction breaks down.
 - Motivation deteriorates.
 - Productivity suffers.
- (Any 5 × 1) (5)
- 2.4
- Ensures that the right people are available to meet staffing requirements
 - Handles diverse work
 - Provides employees with realistic job expectations
 - Downsizes, restructures or reengineers enterprises due to mechanisation and computerisation
 - Assists employees in finding alternative suitable employment if they cannot realise their personal goals
 - Gives realistic job and career opportunities to match the abilities and needs of the individual
 - Effectively uses workforce
 - Lowers staff turnover
 - Improves morale among employees
 - Less wastage
 - Better organisational image
- (Any 7 × 2) (14)
- 2.5
- Sensitivity training
 - Attitude survey
 - Process consultation
 - Team building
 - Intergroup development
 - Transactional analysis
 - Behaviour modelling
- (7)
[40]

QUESTION 3

- 3.1 3.1.1 Organisational culture is the way in which things get done in the organisation. (2)
- 3.1.2 • Organisation structure – how the employees feel about the rules, regulations and procedures and how they experience communication and general atmosphere
- Job responsibilities – how the employees experience being in charge of their own jobs
- Rewards – how employees feel about rewards they received with the emphasis on their positive or negative responses to work done
- Risks – challenge a job holds
- Warmth – friendship and friendliness of coworkers
- Support – amount of help the manager provides
- Standards – importance of doing work to a particular standard
- Conflict – manner in which problems are handled by management
- Identity – feeling of belonging to a team and importance management places on team building
- Leader-subordinate relationships – most important characteristic of the culture (Any 5 × 2) (10)
- 3.1.3 • High output objectives
- Responsibility for performing tasks remains with the individual doing the work
- Narrow span of control
- Emphasis on individual performance and teamwork not encourage
- High productivity may be present, but workers not motivated or satisfied with working conditions
- Emphasises formal authority structures and consequently concentrates on functional units in isolation (Any 4 × 2) (8)
- 3.2 Job description refers to a job on the operative level and includes a written description of a job title, duties and responsibilities as well as the location on the organisational chart. (2)

- 3.3
- Job identification
 - Job title/designation; status or level on the hierarchy; date on which the job description was approved
 - Task summary
 - Complete list of all tasks the incumbent will be expected to do
 - Relations
 - Describes all the relations the incumbent will be involved in
 - Responsibilities and duties
 - Areas or activities for which the incumbent will be responsible
 - Authority
 - Limits of authority as it relates to the status position; includes decision-making power, supervisory powers and control over resources
 - Job standards
 - Effectiveness of the job execution
 - Work circumstances
 - Includes the specific working conditions under which the job is performed, as well as the tools, materials and equipment used
- (Any 5 × 2) (10)
- 3.4
- Human resources provision
 - Human resources maintenance
 - Human resources utilisation
 - Human resources development
- (4 × 2) (8)
[40]

QUESTION 4

- 4.1 Work study is the overall term referring to the scientific observation and analysis of all processes in the workplace involving people, materials, methods, equipment and machinery. It consists of two legs: method study and work measurement. (2)
- 4.2
- Simplification of procedures and methods
 - Elimination of unproductive tasks
 - More effective control by management
 - Decreasing number of mistakes
 - Elimination of work duplication
 - Effective utilisation of workers
 - Modernisation of equipment/technology
 - Increasing overall efficiency
 - Cost saving
- (Any 5 × 2) (10)

- 4.3
- To study the overall system
 - To identify delays
 - To identify transport distances
 - To identify processes and processing time requirements
 - To simplify the entire operation
 - To add value to the product or service (Any 5 × 1) (5)
- 4.4
- Process analysis
 - Where the main process is described
 - Working analysis
 - Where the actions are analysed into steps
 - Action analysis
 - Where each step in the process is described in detail (3 × 2) (6)
- 4.5
- 4.5.1
- Members of the group are aware of one another.
 - Members agree that they belong in the group.
 - Members of the group influence one another.
 - The group functions as a system with inputs, throughputs and outputs.
 - The group has a particular structure related to the function of the group.
 - The activities of the group are directed by guidelines or procedures to achieve group objectives.
 - The group will have a leader.
 - The group handles conflict in a constructive way. (Any 6 × 2) (12)
- 4.5.2
- The norms of the group may be different to the organisation norms.
 - A group may be highly cohesive in a way that undermines the goals of the organisation.
 - A strong sense of solidarity could undermine the goals of the enterprise.
 - Decision making within the group is slow.
 - Pressure to conform might have a negative influence on some members of a group.
 - A few members of the group might dominate the rest of the group.
 - Unless a group has a clear leader, no one person can be held responsible for the actions of the group.
 - Group thinking may undermine the creativity of individuals. (Any 5 × 1) (5)
- [40]**

QUESTION 5

- 5.1
- Legitimate power
 - Coercive power
 - Reward power
 - Expert power
 - Referent power
- (5)
- 5.2
- A policy statement is particularly important since management and workers have different objectives and needs.
 - The policy statement also forms the basis from which all procedures and rules are drawn up.
 - The policy statement sets limits of behaviour.
 - The policy statement shows the intention of all people to keep to the statement in the document.
 - The policy statement proves that there has been communication between management and workers.
 - The policy statement recognises the needs of all employees.
 - The policy statement emphasises the interdependence of all employees.
 - The policy statement recognises that workers are important to the enterprise.
 - The policy statement recognises the rights of workers and the obligations of management.
- (Any 4 × 2) (8)
- 5.3
- 5.3.1 **Internal factors:**
- Objective of the enterprise
 - The objective of the enterprise might be to grow in future. The manpower therefore must be planned in advance to ensure that this growth takes place with the necessary skilled and trained employees in position.
 - Enterprise style
 - With the trend of teamwork and workgroups emerging in the workplace, more emphasis must be placed on the provision of employees who are compatible with the leadership style of the enterprise.
 - Nature of the task
 - The unique structure of tasks and required skills and knowledge within the enterprise necessitates that management plan for the recruitment and training of employees who will carry out the required task.
 - Work groups
 - The necessity of teams working together, the communication methods in existence in the enterprise and existing leadership styles will affect the recruitment of employees.
- (Any THREE)

External factors:

- Trade unions
 - Trade unions can set requirements about the amounts and qualification that prospective employees must adhere to.
- Government requirements and regulations
 - Many changing laws and ordinances in South Africa must be adhered to by enterprises when planning on the correct types of employees for employment.
- Economic conditions
 - Enterprises must adapt to the changing economic conditions that may prevail.
- Technological changes
 - Continuous changes in technology necessitate the training of existing employees or the employment of persons with the necessary qualifications. (Any THREE)
(Any 6 × 2) (12)

- 5.3.2
- Setting objectives and strategic plan of the enterprise
 - Analysing current human resources situation
 - Forecasting future manpower requirement
 - Auditing human resources
 - Implementing action programmes (5 × 2) (10)

- 5.4
- Handling the procurement of all materials
 - Managing procurement budgets
 - Sourcing the most cost-effective items
 - Negotiating with suppliers
 - Placing and following up on orders
 - Receiving and inspecting all items purchased. (Any 5 × 1) (5)
- [40]**

QUESTION 6

- 6.1
- 6.1.1
- Efficiency refers to doing things the right way i.e. adhering to procedures and meeting standards. OR The ability to do or produce something without wasting materials, time or energy.
 - Productivity is the ratio of output to input. OR The rate at which goods are produced or work is completed. (Any 2 + 2) (4)
- 6.1.2
- Recruitment
 - Compensation and benefits
 - Training, development and performance management
 - Employee relations (Any relevant 4 × 2) (8)

6.1.3	• Advice authority ○ Line managers choose whether to seek advice from the staff manager. • Compulsory advice authority. ○ Line managers have to get advice from the staff manager, but they can decide not to follow it. • Concurrent authority ○ Line managers cannot make a final decision without gaining the staff manager's agreement. • Functional authority ○ The staff manager has complete authority over the decisions made in his or her field of experience and expertise.	(4 × 2)	(8)
6.2	• Level of education • Training • Work experience • Knowledge • Skills • Ability to make judgements • Level of initiative • Communication skills • Emotional characteristics • Unusual demands on sensory perceptions	(Any 8 × 1)	(8)
6.3	• Personal information – name, sex, date of birth • Training, as indicated by his or her diploma(s), degree(s) and certificate(s) • Service records of the previous employees who performed the particular job • Performance appraisal results • Notes on potential for promotion • Personal career goals	(6 × 2)	(12)
			[40]
TOTAL SECTION B:			160
GRAND TOTAL:			200