



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N4

(4110424)

3 June 2021 (X-paper)
09:00–12:00

This question paper consists of 8 pages.

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

INSTRUCTIONS AND INFORMATION

1. Answer all the questions in SECTION A.
 2. Answer any FOUR questions in SECTION B.
 3. Read all the questions carefully.
 4. Number the answers according to the numbering system used in this question paper.
 5. Start each section on a new page.
 6. Write neatly and legibly.
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SECTION A (COMPULSORY)**QUESTION 1**

1.1 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 (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Placement refers to ...

- A choosing the best candidate for the job. 
- B attracting suitable candidates.
- C movement of individuals within the organisation.
- D ensuring that the right people are doing the job.

1.1.2 Traditional and simplest form of enterprise structure:

- A Project organisation structure
- B Divisional organisation structure
- C Line organisation structure
- D Line and staff organisational structure

1.1.3 Most important aspect to consider about a job:

- A Motivation 
- B Personality
- C Productivity
- D Job satisfaction

1.1.4 Refers to nature of work performed:

- A Products
- B Customer
- C Functions
- D Geography

1.1.5 *Analyse the job, not the person* refers to ...

- A steps in the process of job analyses.
- B outcomes of job analyses.
- C uses of job analyses.
- D principle of job analyses. 

1.1.6 Which ONE of the following elements does not have to be included in a mission statement?

- A Description of suppliers
- B Method of satisfying customers needs
- C Description of customer needs
- D Description of customers company serves

1.1.7 Human resources utilisation excludes ...

- A organisational structures. 
- B employee wellness.
- C promotions and transfers.
- D coaching and counselling.

1.1.8 Persons virtually analyse their own jobs by means of this method:

- A Incumbents diary
- B Interview
- C Job analysis
- D Observation

1.1.9 Which ONE is not applicalbe to method studies:

- A Process analysis
- B Working analysis 
- C Objective analysis
- D Action analysis

1.1.10 Which ONE does not form part of external environment:

- A Media
- B Suppliers
- C Competitors
- D Employees

(10 × 2) (20)

- 1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Information gathered by watching actual behaviour of employees at work	A	job description
		B	productivity 
1.2.2	Training completed, specific experience, judgement required, physical skills, communication skills	C	efficiency
		D	training
		E	observation
1.2.3	Activities organisation undertakes in order to identify and attract potential employees from available labour pool	F	human resources audit
		G	recruitment
1.2.4	Ratio of output to input	H	departmentalisation
1.2.5	Doing the right things	I	job standards
1.2.6	Refers to supply side of HR equation 	J	self-development
		K	effectiveness
1.2.7	Combining tasks in logical and efficient manner	L	job specification
1.2.8	Effectiveness of job execution spelled out		
1.2.9	Job title, department, responsibilities and authority, main purpose of job, key performance areas 		
1.2.10	Doing things the right way		

(10 × 2)

(20)
[40]**TOTAL SECTION A: 40**

SECTION B

Answer any FOUR questions in SECTION B.

QUESTION 2

- 2.1 Define *human resources audit*.  (2)
- 2.2 State FIVE activities that should be carried out during a human resources audit. (10)
- 2.3 Name FIVE techniques that should be used for work measurement. (10)
- 2.4 Give THREE reasons why employees should be part of career development. (6)
- 2.5 State SIX guidelines to reduce resistance to change. (6)
- 2.6 Explain THREE benefits of the delegation of tasks to subordinates. (6)
- [40]**

AND/OR

QUESTION 3

Read the scenario and answer the questions.

Plover is a production and distribution company. The management emphasises individual performance and teamwork is not encouraged. The organisation takes pride in its up-to-date technological resources which aligns it well with the Fourth Industrial Revolution. Employees in this organisation are very loyal and recently the organisation hosted its long-service awards where new changes in operations were introduced to further align with the 4IR. Some employees were unhappy with these changes.

- 3.1 How can the work culture of Plover be classified?  (2)
- 3.2 Give a reason to substantiate the answer in QUESTION 3.1. (2)
- 3.3 State EIGHT characteristics of the open, participative culture. (8)
- 3.4 Suggest THREE internal factors and THREE external factors which influence human resource planning.  (12)
- 3.5 Give SIX terms included in job specification. (12)
- 3.6 Explain TWO guidelines for effective observation as a method of job analysis. (4)
- [40]**

AND/OR

QUESTION 4

Study the advertisement and answer the questions.

MERCHANDISER MANAGER: PLOVER SA HEAD OFFICE Starting salary: R165 300 per annum plus benefits  Requirements: Relevant three-year diploma/degree and five years' experience Key performance areas and duties: Supervising merchandisers, planning of relevant company objectives, setting targets, training and controlling merchandisers.
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|-----|---|-------------|
| 4.1 | Identify TWO documents used to compile the advertisement. | (2) |
| 4.2 | Briefly describe TWO objectives of a skills inventory. | (4) |
| 4.3 | Identify and explain FIVE benefits for Plover employees. | (10) |
| 4.4 | State THREE advantages of a wide span of control.  | (6) |
| 4.5 | Explain THREE disadvantages of a narrow span of control. | (6) |
| 4.6 | Explain FOUR objectives of a human resources audit. | (8) |
| 4.7 | State FOUR activities of the human resources department. | (4) |
| | | [40] |

AND/OR

QUESTION 5

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|-----|---|-------------|
| 5.1 | Explain SIX objectives of a human resources department. | (12) |
| 5.2 | State SIX reasons why South Africa has one of the lowest productivity figures in the workplace.  | (12) |
| 5.3 | List SEVEN functions or activities taking place in an organisation. | (7) |
| 5.4 | Write down, in a logical order, the steps that take place in designing the structure of a business organisation. (5 × 1) | (5) |
| 5.5 | Give FOUR advantages of a work study. | (4) |
| | | [40] |

AND/OR

QUESTION 6

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|-----|---|---------|-------------|
| 6.1 | State the steps followed in measuring work performance. | (5 × 2) | (10) |
| 6.2 | State SIX guidelines for effective delegation.  | | (12) |
| 6.3 | Name THREE activities of human resources development. | | (3) |
| 6.4 | Name and explain THREE authorities that the human resources manager have.  | (3 × 3) | (9) |
| 6.5 | Give SIX uses of job analyses in an organisation. | | (6) |
| | | | [40] |

TOTAL SECTION B:	160
GRAND TOTAL:	200