



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**N1290(E)(N17)H  
NOVEMBER EXAMINATION  
NATIONAL CERTIFICATE  
PERSONNEL MANAGEMENT N5**

(4110435)

**17 November 2016 (X-Paper)  
09:00–12:00**

**This question paper consists of 7 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
PERSONNEL MANAGEMENT N5  
TIME: 3 HOURS  
MARKS: 200

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**INSTRUCTIONS AND INFORMATION**

1. SECTION A is COMPULSORY and must be answered by ALL the candidates.
  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.
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**SECTION A (COMPULSORY)****QUESTION 1**

Explain the following human resource management terminology (a practical explanation in your own words is also acceptable):

- |      |  |     |
|------|--|-----|
| 1.1  | Recruitment                                      | (4) |
| 1.2  | Walk-ins – an external recruitment source        | (4) |
| 1.3  | Panel interview                                  | (5) |
| 1.4  | Induction  | (4) |
| 1.5  | Career development                               | (5) |
| 1.6  | Retrenchment                                     | (3) |
| 1.7  | Screening  | (2) |
| 1.8  | Reliable test                                    | (2) |
| 1.9  | Employment equity                                | (4) |
| 1.10 | The factor comparison – job evaluation technique | (7) |

**[40]****TOTAL SECTION A: 40**

**SECTION B**

Answer any FOUR questions from this section.

**QUESTION 2**

**MEDUPI POWER STATION – ESKOM'S 'PROBLEM CHILD'**

After the 1994 elections there was more pressure on Eskom to increase their power supply. The demand for electricity nearly doubled after the 1994 elections. Part of Eskom's strategic planning was to build three more power stations to answer to the electricity need in South Africa. The mining industry, production sector, business sector and households are the main users of electricity in South Africa.

Since building started in 2005 at one of the planned power stations, namely the Medupi Power Station, 30 km west of Modimolle, it caused numerous problems for Eskom. The project immediately went behind schedule due to unavailability of material, tender problems which lead to court cases and unhappy staff. The management of the power station tried their best to catch up with the lost time, but it was clear that the project will not be completed by the end of 2013 as planned.

The project exceeded its budget, bad quality structural problems were found during quality inspections and there were also serious allegations of mismanagement of funds, et cetera. It is clear that Eskom's management had to react and get the project done to ensure that 'lights in South Africa stay on' and that a dark economy is not the future.

With reference to the above information, answer the following questions:

- 2.1 Name THREE challenges Eskom's management faced at the start of the project. (3 × 1) (3)
- 2.2 During the project more and more problems arose and jeopardised the completion of the project.  
Give THREE reasons why the project will not be completed within the time frame and why Eskom's management is forced to take action. (3 × 1) (3)
- 2.3 Staff underperformance and their unhappiness were serious threats to the success of the project. Management needed to take action and decided to do proper staff research to bring answers and possible solutions on how to manage their staff.  
  
Explain to staff what personnel research is and the areas in which they will do research. (4 + 5) (9)

- 2.4 The outcome of the research clearly indicated that the performance of staff was below standard. The immediate action was to evaluate the performance of staff.
- 2.4.1 Draw up a set of SIX guidelines Eskom will apply and comply with when doing the performance evaluation. (6 × 1) (6)
- 2.4.2 Inform staff about the process management will follow to evaluate their performance. (5 × 1) (5)
- 2.4.3 Inform staff about any SIX objectives or reasons for doing a performance evaluation. (6 × 1) (6)
- 2.5 One of the outcomes of the performance evaluation was that workers at the Medupi Power Station were unhappy with their remuneration which was according to them 'not in line with what they are doing'. Eskom decided to do a proper job evaluation.
- Explain *job evaluation* to the workers. (4 × 2) (8)
- [40]**

### QUESTION 3

Another finding of the staff research was that the workers of Medupi Power Station do not experience job satisfaction. That was also one of the many reasons why they were regularly absent. Eskom's management decided that enrichment of the jobs of their workers is possible, hoping it will positively influence absenteeism.

- 3.1 Explain *job satisfaction*. (4 × 1) (4)
- 3.2 The HR manager of Medupi Power Station called a meeting with all the workers to explain to them what Eskom wants to do to enrich their jobs.
- 3.2.1 Give a broad explanation to workers of what *job enrichment* is. (6 × 1) (6)
- 3.2.2 State the EIGHT requirements that are crucial for the successful implementation of job enrichment. (8 × 2) (16)
- 3.3 To address the high percentage of absenteeism, the HR department, in cooperation with the workers' representatives, requested you to draw up a list of factors causing absenteeism. (10 × 1) (10)
- 3.4 Eskom has to calculate the cost of absenteeism for the company.
- State FOUR cost elements of absenteeism for Eskom. (4 × 1) (4)
- [40]**

**QUESTION 4**

- 4.1 The workers of Medupi Power Station was unhappy with the health and safety standards at the power station. They handed a memorandum to Eskom's management about factors that jeopardise the safety of staff.
- State TEN possible factors causing safety problems. (10 × 1) (10)
- 4.2 Eskom has decided to start a program on career development. Because of regular changes it is important to enhance the careers of their workers.
- Discuss the importance of career development for Eskom's future. (10 × 2) (20)
- 4.3 When staff decide to resign it will have a cost implication for a company, but on the other hand it also creates opportunities for an organisation.
- Discuss FIVE opportunities staff turnover may create for an organisation. (5 × 2) (10)
- [40]**

**QUESTION 5**

Two areas that drew attention during the personnel research done with the staff of Medupi Power Station, were staff selection and training and development. Various problems and concerns were identified and it's clear that Eskom's management needs to restructure and reconsider the entire selection process. A number of guidelines were tabled that can help in future with staff selection.

- 5.1 After the research report was tabled there were concerns about nepotism and bribery as part of the selection process.
- Explain *nepotism* and *bribery*. (4 + 2) (8)
- 5.2 The research report mentioned that no reference checks were made as part of the staff selection process.
- Explain what the process means. (6 × 1) (6)

- 5.3 The research report also mentioned the importance of testing potential applicants. Management decided that the testing of applicants will be compulsory for staff applying for vacancies at the power stations. (6)
- 5.3.1 Explain THREE reasons for testing applicants. (3 × 2) (6)
- 5.3.2 A test must be declared valid before management can use it as a test instrument or tool.  
Explain what a *valid test* is as well as the types of validity. (2 + 2 × 3) (8)
- 5.3.3 Candidates applying for vacancies at power stations must undergo a compulsory competency test.  
Explain what the competency test is about. (4 × 1) (4)
- 5.4 Eskom's management also decided to send successful applicants for a medical test before their contract of employment will be signed. The unnecessary and high costs due to absenteeism are the reason for their decision.  
Explain what a *medical examination* is. (5 × 2) (10)
- [40]**

## QUESTION 6

Eskom's management gave clear instructions to the HR department when interviewing applicants that a structured interview is the only method to use. Management also informed the HR department to put more emphasis on the induction programme to inform workers what is expected of them in the workplace.

- 6.1 Explain the structured interview as a method of interviewing applicants. (9 × 1) (9)
- 6.2 Stipulate any TEN guidelines that can help to ensure a successful interview. (10 × 1) (10)
- 6.3 The newly appointed workers at Medupi Power Station had to undergo an induction programme during the first three days after their starting date at the power station.
- 6.3.1 Explain to the newly appointed staff the objectives of the induction programme. (6 × 2) (12)
- 6.3.2 Explain the THREE phases of an induction programme to the new staff. (3 × 3) (9)
- [40]**

**TOTAL SECTION B: 160**  
**GRAND TOTAL: 200**