



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1320(E)(J12)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

12 June 2018 (X-Paper)
09:00–12:00

This question paper consists of 8 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N6
TIME: 3 HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

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

INSTRUCTIONS AND INFORMATION

1. This question paper consists of TWO sections:

SECTION A : 40 marks
SECTION B : 160 marks
GRAND TOTAL : 200 marks
 2. SECTION A is COMPULSORY.
 3. Answer only FOUR questions from SECTION B.
 4. Read ALL the questions carefully.
 5. Number the answers according to the numbering system used in this question paper.
 6. Write neatly and legibly.
-

SECTION A**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 Which ONE of the following describes *intrinsic motivation*?

- A Feeling of self-fulfilment
- B Enjoyment that an employee gains from the job itself
- C Feeling of self-fulfilment and enjoyment that employee gains from the task
- D Feeling of being part of the organisation

1.1.2 Vroom's expectancy theory:

- A Employees will be motivated to work if they expect that their efforts will result in high performance.
- B Employees will be rewarded for their high performance.
- C Employees will be motivated if they expect their efforts will result in high performance and that they will be rewarded for high performance.
- D Employees will be motivated if their effort will result in low performance and they will be rewarded for their performance.

1.1.3 Motivation drives the behaviour of the employee to produce quality work:

- A Recognition
- B Incentive
- C Self-motivation
- D Implementation strategy

1.1.4 The façade occurs when ...

- A the sender of the message has relevant information that the receivers do not have.
- B the sender of the message does not have all the information needed and therefore does not understand the behaviour, decisions and potential of others.
- C neither the sender nor the receiver of the message understands or knows each other.
- D both the sender and the receiver of the information have all the knowledge at their disposal for effective communication.

1.1.5 ONE of the functions of a long-term organisational structure is to ...

- A give instability to the entire organisation.
- B support better coordination and control.
- C discourage communication.
- D create barriers to cooperation in the organisation.

1.1.6 Translating a message according to the receiver's expectations and other personal characteristics:

- A Filtering
- B Distortion
- C Selective perception
- D Distinction

1.1.7 ... power is based on an individual's ability to access information.

- A Referent
- B Expert
- C Legitimate
- D Resource

1.1.8 A reference group is categorised according to ...

- A members that have the same values and attitudes.
- B members with one or more common characteristic.
- C members who seek to affiliate with others sharing common interests.
- D individual members with common characteristics and interests.

1.1.9 In the participative approach the leader ...

- A takes charge and assumes full authority and responsibility.
- B delegates the task to subordinates.
- C delegates but remains involved in order to facilitate decision making.
- D encourages participation of subordinates in the activities of the organisation.

1.1.10 An acceptable standard of behaviour shared by group members:

- A Group think
- B Norms
- C Conformity
- D Attitudes

(10 × 2) (20)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

- 1.2.1 Ability and motivation are both necessary to increase performance in the workplace.
- 1.2.2 According to Maslow's theory individuals are only motivated by higher-order needs such as status.
- 1.2.3 Job design helps employees to concentrate on priority tasks and to find more efficient ways of completing the tasks.
- 1.2.4 Excellent communication is important for the successful achievement of the vision, the mission and the goals of the organisation.
- 1.2.5 Span of control means that many subordinates are reporting to a particular manager.
- 1.2.6 Diagonal communication takes place between people with a direct reporting relationship.
- 1.2.7 An autocratic style of management leads to effective communication and creative employees.
- 1.2.8 Leaders have the ability to inspire other people to work enthusiastically to accomplish the required objectives.
- 1.2.9 Social interaction may affect the behaviour and performance of the employees neither positively nor negatively.
- 1.2.10 Members of a group working together towards the same goals, adhering to the norms and maintaining unity, are beneficial to the organisation as a whole.

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 2

Robert, who works for Solar Works, has been promoted to a management position. He is not quite sure how to work with his team. His friend Jimmy has advised him about the need and advantages of motivating employees. Jimmy has further explained that motivated employees work voluntarily and enthusiastically and do more than what is required of them. They have a driving force and they aim at attaining specific goals. He has emphasised job design as one of the strategies that Robert can use to motivate his team.

- 2.1 What is *job design*? (1)
- 2.2 Outline the purpose of using job design as a motivational strategy. (2)
- 2.3 Explain FOUR methods that Robert can apply to design a job that will influence the motivational level of the employees. (4 × 3) (12)
- 2.4 Apply Maslow's hierarchy of needs to show how Robert can motivate employees. (15)
- 2.5 Robert's organisation uses MBO as a method of performance management.
- 2.5.1 Name FOUR distinct parts of management by objectives. (4)
- 2.5.2 Discuss THREE advantages of management by objectives (MBO). (3 × 2) (6)
- [40]**

AND/OR

QUESTION 3

Ineffective communication results in dissatisfied clients, unhappy employees, low productivity, poor service standards, poor financial results and may even lead to a collapse of the business eventually.

- 3.1 Name FIVE common barriers for effective communication in an organisation. (5)
- 3.2 Describe the *communication process* in an organisation. (4)
- 3.3 Differentiate between *formal* and *informal structures* as factors that influence communication in an organisation. (8)
- 3.4 Explain the benefits of using a functional organisational structure. (8)
- 3.5 Discuss FIVE techniques that can be applied by a manager to improve effective communication in an organisation. (15)
- [40]**

AND/OR

QUESTION 4

Anna, a newly appointed college manager, observed that the relations between the staff members in the college were bad and that cliques were formed. This has also affected their morale. Anna arranged a meeting at an external venue to address the situation. During the meeting a suitable seating plan was used to break up existing cliques and to encourage group communication. Group members were asked to check on the vision, mission and values of the company. They had to brainstorm ideas that could be used to make the college a better place. They also had to mention one thing they appreciated in their colleagues. Anna used her facilitation skills to encourage participation and to resolve disagreement.

- 4.1 State TWO principles that are required to constitute a group in an organisation. (2)
- 4.2 Explain various ways in which group conflict manifests itself in an organisation. (4)
- 4.3 Analyse factors that influence the structure of a group in the organisation. (14)
- 4.4 Discuss the FIVE-stage model of group development or formation that Anna could apply. (20)
- [40]**

AND/OR

QUESTION 5

- 5.1 State TWO factors that influence an effective decision-making process. (2)
- 5.2 The trait theory of leadership views a leader as different from other people and possessing outstanding characteristics.
- Name the characteristics of a leader according to this theory. (10)
- 5.3 State SIX differences between *leadership* and *management*. (12)
- 5.4 Hersey and Blanchard's model state that an effective leader will first analyse the situation before implementing an appropriate leadership style. An effective leader is one who adjusts his or her style accurately according to the maturity level of the employees.
- Discuss the situational leadership model in the light of the above statement. (16)
- [40]**

AND/OR

QUESTION 6

A South African TVET college received some bad publicity due to poor ethical practices. Campuses deal with employment, disciplinary cases, management of absenteeism and payment of employees differently. Mr September, a new H/R manager, realises that he has to implement HRIS software at all colleges to eradicate the problem.

- 6.1 Name the objectives of implementing HRIS. (3)
- 6.2 Explain FOUR criteria for evaluating a computerised HRIS. (4 × 2) (8)
- 6.3 Briefly discuss the steps that Mr. September must follow to implement HRIS software. (14)
- 6.4 Distinguish between *extrinsic* and *intrinsic motivation*. (8)
- 6.5 Suggest SEVEN practical guidelines for successful communication in an organisation. (7)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200