



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1320(E)(N21)H

**NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N6**

(4110466)

**21 November 2018 (X-Paper)
09:00–12:00**

This question paper consists of 9 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N6
TIME: 3 HOURS
MARKS: 200

INSTRUCTIONS AND INFORMATION

1. SECTION A is compulsory.
 2. Answer only 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**

- 1.1 Choose a term from COLUMN A that matches a description in COLUMN B. Write only the letter (A–M) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1.1	Dividing a job into small parts and allocating the job to less skilled employees	A	leading
1.1.2	Way in which work is structured into different tasks and responsibilities to execute a particular job	B	conflict
1.1.3	Help members to work through conflict	C	conformity
1.1.4	Sender compiles the message to make it acceptable to the receiver, but the receiver gets the wrong impression	D	social group
1.1.5	Sender does not have sufficient information and does not understand the behaviour and potential of others	E	narrow span of control
1.1.6	Managers have relatively few subordinates reporting to them	F	blind spot
1.1.7	Members gather together for friendship and relaxation	G	filtering
1.1.8	Individual accepted by the group and, in turn, the individual accepts the norms of the group	H	frustration
1.1.9	Ensuring that people in the organisation are willing and able to implement a plan to achieve goals	I	job design
1.1.10	Human emotion that occurs whenever motivated individuals encounter barriers that prevent them from reaching a desired goal	J	job simplification
		K	delegation
		L	gain sharing
		M	harmoniser

(10 × 1)

(10)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write 'True' or 'False' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK. Correct the statement if it is FALSE.

- 1.2.1 Input is the effort that an employee puts into his/her job.
- 1.2.2 A job is enriched by expanding the number of tasks making up a particular job.
- 1.2.3 Gain-sharing is based on a formula which provides incentives for groups.
- 1.2.4 The physical environment may cause barriers to the understanding of the message.
- 1.2.5 Delegation is one of the tools that can be used to facilitate communication.
- 1.2.6 The more the grapevine is used in the organisation, the healthier the organisation.
- 1.2.7 Leadership is essential in order to influence group members to achieve goals.
- 1.2.8 Conflict is not a natural part of the workplace, but it is always present in a group.
- 1.2.9 An effective leader harnesses the goals, achievements and team-building roles to add value to decisions.
- 1.2.10 Human resource planning ensures that the organisation has the right type and right number of people at the right time to achieve its objectives.

(10 × 1) (10)

1.3 Various options are given as possible answers to the following statements. Choose the answer and write only the letter (A–D) next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

- 1.3.1 A work-related problem that a team leader has to solve.
- A Process
B Content
C Team dynamics
D Control

1.3.2 Safety security needs refers to the ...

- A importance people put on being threatened physically.
- B importance people put on being threatened psychologically.
- C importance people put on not being threatened physically and being deprived of physiological needs.
- D importance people put on being threatened physically and being deprived of psychological needs.

1.3.3 Adams's equity theory states that an employee believes that ...

- A his/her level of efforts is superior to those of his/her fellow employees.
- B his/her level of productivity is superior to his/her fellow employees.
- C the productivity and efforts of fellow employees are superior.
- D the efforts of fellow employees are not superior.

1.3.4 According to Milton's theory, employee motivation is influenced by an acceptable level of skills like:

- A Ability and eagerness to do the job
- B Ability even if he/she does not always perform well in his/her job
- C Ability and productivity
- D Ability, but not always productive

1.3.5 Which ONE of the following is NOT an example of noise distraction?

- A Sender of the message might not be able to speak the language of the receiver.
- B Sender of the message may speak unintelligibly.
- C Sender of the message might choose the wrong medium.
- D Sender of the message has used a non-verbal message.

1.3.6 A narrow span of control refers to ...

- A the manager having relatively few subordinates reporting to him/her.
- B the manager who is in charge of a production line.
- C a manager who has little guidance or control.
- D the number of subordinates who indirectly reports to a particular manager.

- 1.3.7 The communication network in an organisation refers to ...
- A the patterns and flows of written and verbal messages between individuals.
 - B communication between peers to coordinate in order to get a task completed.
 - C a bottom up communication route in order to convey any problem.
 - D misunderstanding, new ideas that are being communicated.
- 1.3.8 An informal group with members having same the values and attitude is the ... group.
- A social
 - B interest
 - C reference
 - D interaction
- 1.3.9 Group norms are defined as ...
- A rules that apply to group members.
 - B the standard of behaviour that is expected by members of a group.
 - C main norms that are accepted by the group members.
 - D rules that set a limit to the behaviour of the group.
- 1.3.10 Principles of situational leadership are subject to ...
- A individual competences, values of each manager.
 - B individual training, values and personality of each manager.
 - C individual competencies, values and personality of each manager.
 - D individual competencies, values, honesty and personality of each individual manager.

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 2: MOTIVATION

Read the case study below and answer the questions.

Dennis is an IT support professional at ITEL IT Company. Dennis is eager to learn more about how users interact with various computer networks. To motivate Dennis, the company offered him further training opportunities and financial assistance to pursue his studies. Due to his excellent performance and dedication, the company decided to promote him to be a highly paid IT specialist and to participate in the company's management meetings.

- | | | |
|-----|---|--------------|
| 2.1 | Define the term <i>motivation</i> . | (2) |
| 2.2 | State FIVE job characteristics that may lead to a lack of motivation in the organisation. | (5) |
| 2.3 | Differentiate between <i>intrinsic</i> and <i>extrinsic</i> motivators. | (2 × 5) (10) |
| 2.4 | Explain FOUR limitations of job enrichment that may be encountered by a manager. | (4 × 2) (8) |
| 2.5 | Discuss the implementation of Herzberg's theory of motivation. | (15) |
| | | [40] |

QUESTION 3: GROUP DYNAMIC

Read the case study below and answer the questions.

The staff members of a college share one secretary. One of the three members is forceful and always expects the secretary to do his work ahead of everyone else's. This person talks more than everyone else at staff meetings and has a solution for every problem. This has also affected their work morale.

As a manager, how would you handle this situation?

- | | | |
|-----|---|--------------|
| 3.1 | Define <i>conflict</i> in an organisation. | (2) |
| 3.2 | State the principles required to constitute a group in an organisation. | (4) |
| 3.3 | Explain TWO ways in which the individual group member can react to frustration. | (2 × 5) (10) |
| 3.4 | Analyse factors that influence group cohesion in the organisation. | (12) |
| 3.5 | Discuss FOUR techniques that can be used by a manager to resolve conflict in an organisation. | (4 × 3) (12) |
| | | [40] |

QUESTION 4: COMMUNICATION

The more effective manager will provide information, opinions and ideas, and will value the information, opinions and ideas from subordinates. The more information is shared, the more successful the communication will become. The ineffective flow of information delays and distorts the messages being passed along and information is lost, misplaced or hidden and consequently communication suffers.

Refer to the case study and answer the questions:

- 4.1 What is communication? (2)
- 4.2 State any TWO management structures that can complicate communication in an organisation. (2)
- 4.3 Analyse the factors influencing communication in an organisation under the following headings:
- 4.3.1 Vertical communication (4)
 - 4.3.2 Horizontal communication (3)
 - 4.3.3 Diagonal communication (5)
- 4.4 Evaluate the impact of issue/factors on communication.
- 4.4.1 Gender
 - 4.4.2 Ethnicity
 - 4.4.3 Age
- (3 × 4) (12)
- 4.5 'Incomplete information has an effect on communication in an organisation'.
Discuss FOUR windows/areas of knowledge that exists in the organisation.
(4 × 3) (12)
- [40]**

QUESTION 5: LEADERSHIP

- 5.1 Explain the term *leadership*. (2)
- 5.2 'A leader of the organisation should possess certain qualities, characteristics and traits that will make him/her unique'.
State EIGHT characteristics that are essential for the leader to be successful. (8)
- 5.3 Robert Blake and Jane Mount's Managerial Grid assesses the dominating mind-set of managers. The grid indicates whether a manager was naturally more inclined to focus on people's needs with the above statement in mind.
Explain how the leadership grid manifested in the word of work to ensure that there is productivity, success and goal achievement. (10)
- 5.4 One of the roles that the leader retains is that of being a gatekeeper, stopping individuals from taking over a discussion and get quieter members to be involved in team decisions.
Evaluate the roles of a team in decision making, highlighting both positive and negative roles. (20)
- [40]**

QUESTION 6: MISCELLANEOUS

- 6.1 Write the acronym MIS out in full. (2)
- 6.2 Name THREE ways in which HRIS can improve H/R decisions and efficiency of H/R Department in an organisation. (3 × 2) (6)
- 6.3 Describe THREE computerised human resource skill inventories. (3 × 2) (6)
- 6.4 Discuss parts of the system that should be covered by a properly designed HRIS. (10)
- 6.5 Explain the impact of education on communication in the organisation. (8)
- 6.6 Management by objectives (MBO) is the method of performance management which is often used in the process of performance appraisal and employee development to motivate both management and workers to jointly take decisions.
Explain the FOUR distinct parts of MBO. (4 × 2) (8)
- [40]**

TOTAL SECTIONB : 160
GRAND TOTAL: 200