



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1330(E)(J4)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

4 June 2019 (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: 200

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




COLUMN A		COLUMN B	
1.1.1	Autonomy	A	rules that apply to group members
1.1.2	Job simplification	B	stopping a continual negative reaction
1.1.3	Social need	C	taking over a process if allowed to achieve their views or priorities
1.1.4	Ombudsman	D	level of discretion and independence of employees to perform a particular task
1.1.5	Time pressure	E	dividing a job into smaller parts for low-skilled employees
1.1.6	Dominators	F	person feels safe and secure, has a desire to be accepted and embraces friendship
1.1.7	Diagonal communication	G	independent person employed purely for the purpose of mediating between two conflicting parties
1.1.8	Grapevine	H	time constraint or limitation
1.1.9	Norm	I	communication in an organisation that is not business related
1.1.10	Blockers	J	people from different departments and at different levels in an organisation for the purposes of information flow and improving standards, assistance and understanding

(10 × 2)

(20)

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 Unsatisfied need creates tension, which, in turn, stimulates a goal-orientated drive and increases individual performance. 

1.2.2 Successful organisations believe that rewarding, promoting and developing employees are the appropriate measures to achieving desired goals.

1.2.3 Opportunity for advancement may demotivate employees in the organisations.

1.2.4 Communication is successful when the original sender of the message receives feedback.

1.2.5 A hierarchy illustrates different levels, whether vertical or horizontal, from the top to the bottom of the enterprise

 1.2.6 Function of the organisational structure is planned to promote the communication process.

1.2.7 Formal group performs specific tasks based on their job description.

1.2.8 The purpose of group norms is to set the limits of workers' behaviour in an organisation.


1.2.9 Management is primarily built on personal power. 

1.2.10 Leaders are concerned about inspiring other people to work more enthusiastically.


(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 (1.3.1–1.3.5) in the ANSWER BOOK.

1.3.1 Extrinsic motivation:

- A Having a say in decision-making
- B Challenging and interesting work 
- C Comfortable, safe and attractive working conditions
- D Opportunity for advancement

1.3.2 Implications of Adams Theory:

- A Understanding the basic human nature of needs satisfaction.
- B Approaching every worker as a unique individual.
- C Perception of inequality causes unhappiness and motivates employees. 
- D Perception of inequity causes dissatisfaction, unhappiness and motivates employees.

1.3.3 ONE of the tools used to facilitate communication:




- A Open door policy
- B Communication overload
- C Reference group
- D Filtering

1.3.4 Span of control:

- A Many subordinates reporting to a particular manager
- B Few subordinates reporting to a particular manger
- C A large number of employees reporting to one manager
- D All the employees reporting to a particular manager

1.3.5 In a centralised network structure, communication is controlled by:

- A Lower managers
- B One manager
- C No one controls communication 
- D Divisional managers


(5 × 2)


(10)
[20]**TOTAL SECTION A:****40**

SECTION B

QUESTION 2: MOTIVATION

Read the case study below and answer the questions.



Mr Mulley has been working in the operations section of a newspaper agency for five years. Mr Mulley is passionate about his job and is always eager to learn. However, for some reason he is not popular with his supervisor as he is more qualified than his supervisor. Consequently, he is not afforded opportunities for training and further advancement in his career. As a result, he has become demotivated and has requested to be transferred to another section under a new supervisor, Mr Jones, who is doing his best to address Mr Mulley's challenge. 

- | | | |
|-----|--|---------------------|
| 2.1 | Define <i>motivation</i> as one of the measures used by Mr Jones. | (2) |
| 2.2 | Explain job enrichment as the most valuable design approach used by Mr Jones to motivate Mr Mulley. | (10) |
| 2.3 | Analyse the factors that are required for successful job enrichment. | (10) |
| 2.4 | Mention FOUR limitations to job enrichment that a manager may encounter. | (8) |
| 2.5 | Discuss the implications of Milton's Theory of Motivation in the above organisation.  | (10)
[40] |

QUESTION 3: COMMUNICATION

Read the statement below and answer the questions.


'Wilbur Schramm (1955) states that communication is the process of establishing a commonness or oneness of thought between the sender and the receiver.'

- | | | |
|-----|---|---------------------|
| 3.1 | Mention TWO barriers to communication.  | (2) |
| 3.2 | Describe the communication process in an organisation. | (4) |
| 3.3 | Explain the difference between a <i>wide</i> and a <i>narrow span of control</i> . | (6) |
| 3.4 | List FIVE advantages and FIVE disadvantages of a functional organisation. | (8) |
| 3.5 | Tabulate the differences between a <i>formal</i> and an <i>informal structure</i> .  | (8) |
| 3.6 | Discuss the effects of incomplete information on an organisational structure. | (12)
[40] |

QUESTION 4: GROUP DYNAMICS

Read the case study below and answer the questions.

An advertising company appointed more employees. The existing staff made the newly appointed members feel unwelcome. The new members felt that the existing staff comprised old people who were less qualified and tended to undermine them. On the other hand, the existing staff felt that they were experienced and had worked for the company for a long time. This attitude caused tension between the two groups. As the manager in this advertising company, you have been asked to handle the situation.


- | | | |
|-----|---|-------------|
| 4.1 | Define <i>group</i> .  | (2) |
| 4.2 | State FOUR characteristics of an effective group. | (4) |
| 4.3 | Explain THREE categories of formal group in an organisation. | (6) |
| 4.4 | Analyse factors that influence group cohesion. | (12) |
| 4.5 | Discuss FIVE stages/models of group development or formation in an organisation. | (16) |
| | | [40] |

QUESTION 5: LEADERSHIP





Read the statement below and answer the questions.

'Leadership is very different. It is about aligning people to the vision that means of communication, motivation and inspiration.'

- | | | |
|-----|--|-------------|
| 5.1 | Define <i>leadership</i> . | (2) |
| 5.2 | Explain the term <i>power</i> . | (2) |
| 5.3 | Differentiate between <i>personal power</i> and <i>position of power</i> . | (8) |
| 5.4 | State EIGHT characteristics that are important for a leader to be successful. | (8) |
| 5.5 | Describe the management process in the organisation.  | (4) |
| 5.6 | Discuss the Situational Leadership Model of Herse and Blanchard. | (16) |
| | | [40] |

QUESTION 6: MISCELLANEOUS

- 6.1 Define a *management information system*.  (2)
- 6.2 Differentiate between *data* and *information*. (6)
- 6.3 Describe THREE levels that should be covered when designing a human resource information system. (12)
- 6.4 Explain FOUR advantages of managing according to objectives. (8)
-  6.5 Discuss the influence of managerial style on communication. (12)
- [40]**



TOTAL SECTION B: 160
GRAND TOTAL: 200