



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N6

(4110466)

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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. QUESTION 1 of 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.
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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	Job rotation	A	employee can be forced to follow instructions 
1.1.2	Task identity	B	each employee is likely to have his/her own concerns or fears
1.1.3	Profit sharing	C	members gather together for friendship and relaxation e.g. soccer club
1.1.4	Gain sharing	D	receivers translate the message according to their personal characteristics, needs, experience, expectations, background
1.1.5	Arena	E	the sender has the relevant information, but the receiver does not have the relevant information
1.1.6	Selective perception	F	interpersonal communication is most successful
1.1.7	Social group	G	provides incentives for groups instead of individuals
1.1.8	Forming 	H	the distribution of profit among employees 
1.1.9	Coercive power	I	clarity of specific task that make up a job start and finish
1.1.10	Facade	J	opportunity given to the employee to perform all the tasks in the department


(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.

- 1.2.1 Most managers tend to have a stronger need for power than to achieve the desired goals. 
- 1.2.2 Employees with strong affiliation needs, such as team work, are not motivated to abide by team decisions.
- 1.2.3 Individual objectives are sets of objectives that support the strategic goals.
- 1.2.4 A wide span of control means that managers have relatively few subordinates reporting to them. 
- 1.2.5 In a narrow span of control, communication is poor between top management and the lowest level of management.
- 1.2.6 Subordinates receive poor communication, which leads to little guidance in a wide span of control.
- 1.2.7 An informal group is directed by the policy, procedures and culture of the organisation.
- 1.2.8 The purpose of group norms is to set the limits of behaviour of workers in an organisation.
- 1.2.9 Ability of an individual is based on the level of his/her job competency and experience.
- 1.2.10 A supportive, friendly work environment created by a leader results in mutual trust and respect. 

(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 The cause of employee dissatisfaction in the work situation is ...
- A a lack of recognition for achievements.
 - B not being given responsibility for results. 
 - C a lack of opportunity for advancement.
 - D poor working conditions.

- 1.3.2 David McClelland states that the need for achievement is a desire...
- A to excel in comparison to others and to be seen as successful.
 - B to make other people behave in a way that they would not without this influence.
 - C to have a close relationship, feel accepted and to like others.
 - D for power. 
- 1.3.3 The introduction of the authoritative command refers to a formal leader ...
- A taking charge of the situation.
 - B managing it by means of discipline. 
 - C taking charge of the institution and managing it through discipline.
 - D limiting the interaction with the subordinate.
- 1.3.4 Management process includes the following:
- A Planning, managing, leading and control
 - B Planning, organising, leading and authorising
 - C Planning, organising, leading and control
 - D Planning, organisation, delegation and control
- 1.3.5 Black and Mouton's leadership grid states that paying attention to the needs of employees creates a supportive and friendly environment which leads to ...
- A team management. 
 - B country club management.
 - C impoverished management.
 - D authority management.

(5 × 2) (10)
[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2: MOTIVATION

Read the scenario.

Ms Duli is employed at the university as a junior lecturer. She registers for a Master's degree to further her studies from her own pocket, because she could not obtain financial assistance from the university. After completion, she was given a once-off bonus after which she did not get any other form of recognition, nor was she given an opportunity for development by being engaged in other activities in the institution. This led to frustration and dissatisfaction.

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|-----|--|--------------|
| 2.1 | Mention the best TWO ways a manager can use to achieve the level of motivation required to sustain effective performance. | (2) |
| 2.2 | Explain various methods of how to design a job in order to influence the level of motivation of Ms Duli and other employees. | (8) |
| 2.3 | Distinguish between <i>intrinsic</i> and <i>extrinsic</i> motivation. | (5 + 5) (10) |
| 2.4 | Discuss the job characteristics used to motivate Ms Duli's performance. | (10) |
| 2.5 | Apply Adams' Equity Theory of Motivation to Ms Duli. | (10) |
| | | [40] |

QUESTION 3: COMMUNICATION

Read the scenario and answer the questions.

Henry and James were close friends working for a newspaper company. Henry was promoted to head of operations. James introduced a new policy which made no sense to the members of staff and which they viewed as added workload for workers. This resulted in silent work conflict between James and Henry. Because they were friends before promotion, mediation was used as the best method to resolve the dispute to avoid further harm to the relationship.

- | | | |
|------|---|--------------|
| 3.1. | Define the term <i>communication</i> . | (2) |
| 3.2 | Describe FIVE techniques to improve communication between the employees. | (5 × 2) (10) |
| 3.3 | Explain tools that can be used to facilitate communication among the employees. | (8) |

- 3.4 Differentiate between *line* and *staff organisation*. (4 + 4) (8)
- 3.5 Discuss communication network as ONE of the factors influencing communication in the organisation. (12)
[40]

QUESTION 4: GROUP DYNAMIC

Read the continuation of the scenario described in QUESTION 3 and answer the questions.

During the mediation, James was asked to identify his perception of the reason behind the conflict. He clearly stated that he is continuously facing the split in the team dynamics. He considers Henry as the reason for this split and sense of disrespect. As a result, there are camps in the company and employees are divided into two groups. You are a manager and have been requested to handle the groups/camps.


- 4.1 Define the term *group norms*. (2)
- 4.2 Mention TWO principles required to constitute a group in an organisation. (4)
- 4.3 Evaluate the difference between a *formal* and an *informal* group in an organisation. (12)
- 4.4 Identify FOUR ways in which conflict manifests itself in an organisation. (4)
- 4.5 Highlight the negative and positive consequences of conflict. (12)
- 4.6 Describe any THREE techniques with which group conflict could be managed. (3 × 2) (6)
[40]

QUESTION 5: LEADERSHIP



John Kotter, Konusike Matsushita professor of leadership at Havard University, states that the key problem is understanding the difference between management and leadership.

In light of the above statement:

- 5.1 Explain the term *leadership*. (2)
- 5.2 List FOUR styles of leadership according to Blake and Mouton's leadership grid. (4)
- 5.3 Differentiate between *leadership* and *management*. (12)

- 5.4 Douglas McGregor put forward the notion that a leader holds a predominant view of his/her followers.
- In light of the above statement, discuss McGregor's leadership Theory X and Theory Y.  (12)
- 5.5 Outline the steps that are followed in the decision-making process. (10)
- [40]**

QUESTION 6: MISCELLANEOUS

- 6.1 Explain each of the following terms:
- 6.1.1 Data 
- 6.1.2 Information (2 × 2) (4)
- 6.2 Explain THREE advantages of the Human Resource Information System (HRIS). (3 × 2) (6)
- 6.3 Describe how HRIS could improve the efficiency of human resource decision-making and human resource development (6)
- 6.4 Outline the process of implementing HRIS in an organisation. (14)
- 6.5 State the purpose of a job design.  (4)
- 6.6 Explain THREE advantages of a divisional structure of an organisation. (3 × 2) (6)
- [40]**
- TOTAL SECTION B: 160**
- GRAND TOTAL: 200**