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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N1210(E)(J7)H
JUNE EXAMINATION**

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

**7 June 2013 (Y-Paper)
13:00–16:00**

This question paper consists of 6 pages.

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

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

INSTRUCTIONS AND INFORMATION

1. QUESTION 1 in 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**QUESTION 1: (COMPULSORY)**

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

- 1.1.1 It is not possible for two people to end up with the same need, and react in the same way.
- 1.1.2 Educated people are always satisfied due to their excellence in decision-making.
- 1.1.3 Project structure differs from product structure.
- 1.1.4 Informal structure refers to social relationships within the organisation.
- 1.1.5 Failures in the competition will show distrust, disrespect and animosity towards the management.
- 1.1.6 The previous losing party in the competition will work harder, faster and more productive.
- 1.1.7 McGregor's theory X perceives subordinates as inherently disliking work and always attempting to avoid it at all costs.
- 1.1.8 Theory Y's perception is that all people are capable of imagination, ingenuity and creativity.
- 1.1.9 Extreme emotions will positively influence communication and the interpretation of messages will be objective.
- 1.1.10 French and Raven contributed towards the theory of power/authority.

(10 × 2) (20)

1.2 Human resource management entails a large number of concepts. In your OWN words, explain the following concepts:

- 1.2.1 Job enrichment
- 1.2.2 Job enlargement
- 1.2.3 Cohesiveness
- 1.2.4 Motivation
- 1.2.5 Grapevine

1.2.6	Leadership		
1.2.7	Group		
1.2.8	Communication		
1.2.9	Brainstorming		
1.2.10	Comprehension	(10 × 2)	(20)
TOTAL SECTION A:			40

SECTION B

Answer any FOUR questions from this section.

QUESTION 2

- 2.1 Many organisations review the content of jobs in order to make them more stimulating.
Indicate TEN motivation stimulants that motivate employees in organisations.
(9 × 1) (9)
- 2.2 Differentiate between *intrinsic motivators* and *extrinsic motivators* and name FIVE examples of each motivator.
(2 + 2 + 5 + 5) (14)
- 2.3 Name the FIVE needs according to Maslow's hierarchy of needs. (5 × 1) (5)
- 2.4 With reference to Herzberg's two-factor motivational theory, name the TWO factors on which Herzberg's theory is based and also name FIVE examples of each factor.
(6 + 6) (12)
[40]

QUESTION 3

- 3.1 Name any FIVE negative effects of conflict on groups. (5 × 1) (5)
- 3.2 Conflict must be managed within an organisation to minimise its negative effects.
Lists any EIGHT resolution techniques, management can apply to minimise the negative effects of conflict on groups and their performance. (8 × 1) (8)
- 3.3 According to French & Raven, there are FIVE sources of power. Name and explain each source of power. (5 × 2) (10)
- 3.4 Name any SEVEN qualities/characteristics of a leader according to the trait approach to leadership. (7 × 1) (7)

- 3.5 According to Blake & Mouton's leadership grid, there are FIVE potential styles a leader can apply. Name and explain each style of leadership. (5 × 2) (10)
[40]

QUESTION 4

- 4.1 The Human Resources Information System (HRIS) helps to collect information which is essential for decision-making. Discuss the HRIS under the following:
- 4.1.1 Name the SEVEN crucial steps to be followed for the process of implementing a HRIS. (7 × 1) (7)
- 4.1.2 What are the advantages of a HRIS? (5 × 1) (5)
- 4.2 List any SIX characteristics of effective groups. (6 × 1) (6)
- 4.3 Groups follow a sequence of stages during the formation/development process. Name and briefly explain each stage in group development. (5 × 2) (10)
- 4.4 Name and discuss FOUR factors that influence group cohesion. (4 × 3) (12)
[40]

QUESTION 5

- 5.1 Management by objectives (MBO) is a decision-making process, jointly done by management and subordinates. Discuss MBO under the following:
- 5.1.1 Name the FOUR distinct parts of the MBO process. (4 × 1) (4)
- 5.1.2 Name any SIX disadvantages of the MBO process. (6 × 1) (6)
- 5.2 Various problems/barriers preventing successful communication exist at each and every stage of the communication process. Make a list of at least NINE problems/barriers affecting communication. (9 × 1) (9)
- 5.3 Advise management on techniques that can improve communication effectiveness. Name and briefly explain any NINE such techniques. (9 × 2) (18)
- 5.4 Name the THREE variables on which Vroom's expectancy theory of motivation is based. (3 × 1) (3)
[40]

QUESTION 6

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| 6.1 | Discuss the McGregor's theory X and theory Y of leadership styles. | (14 × 1) | (14) |
| 6.2 | Name the steps to be followed in decision-making. | (10 × 1) | (10) |
| 6.3 | Name FOUR methods that can be followed in order to design a job so that it will influence the motivational level of employees. | (4 × 1) | (4) |
| 6.4 | According to Adams's equity theory of motivation, inequity causes dissatisfaction and therefore both the organisation and employees try their best to create equity in the workplace. What steps can employees follow to maintain equity? | (6 × 2) | (12) |
| | | | [40] |

TOTAL SECTION B:	160
GRAND TOTAL:	200