



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**N1210(E)(J19)H  
JUNE EXAMINATION**

**NATIONAL CERTIFICATE**

**PERSONNEL MANAGEMENT N6**

**(4110466)**

**19 June 2014 (Y-Paper)  
13:00–16:00**

**This question paper consists of 7 pages.**

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

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**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. SECTION A, QUESTION 1 is **COMPULSORY** and must be answered by **ALL** 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**

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 impossible for two people to have the same need, and react in the same way.
- 1.1.2 Intelligent people always feel satisfied due to their excellence in decision making.
- 1.1.3 Product structure differs from project structure.
- 1.1.4 Formal structure refers to the social relationship within the organisation.
- 1.1.5 Failures in the work environment 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 Y perceives subordinates as inherently disliking work and always attempting to avoid it at all costs.
- 1.1.8 Theory X's perception is that all people are capable of imagination, ingenuity and creativity.
- 1.1.9 Extreme emotions will negatively affect communication and the interpretation of the message will be negative.
- 1.1.10 French and Raven contributed tremendously to the theory of powers.

(10 × 2) (20)

- 1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–E) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.2.1	The word is derived from the Latin concept 'movere' and means to move	A extrinsic motivators
1.1.2	It refers to factors outside the job (environment) and are administered/applied by someone other than the employee	B grapevine
		C laissez faire
		D motivation
		E intrinsic motivator
1.2.3	It refers to the job content, directly related to the job and controlled by the employee	
1.2.4	This informal structure refers to the fastest and most efficient channel of communication – it is accurate and true	
1.2.5	75% of the time, this type of leader is passive and non-committal to his/her task	

(5 × 2) (10)

- 1.3 Explain the following terms:

- 1.3.1 Job enrichment
- 1.3.2 Group cohesiveness
- 1.3.3 Motivation
- 1.3.4 Job enlargement
- 1.3.5 Leadership

(5 × 2) (10)  
[40]

**TOTAL SECTION A: 40**

## SECTION B

Answer any FOUR questions from this section.

### QUESTION 2

2.1

John Shandu is in charge of the Drawing Office and Documentation Centre of a small wine distillery on the West Coast of the Cape Province. John was appointed to this position because of his qualifications and personality. He holds two degrees – a degree from the University of Nairobi in Electrical, and an MBA degree from Boston University (USA). John has an engaging personality and is very popular with the employees in his group. The section that he is responsible for is mainly white and male.

Until recently, the draughtsmen in John's section have been responsible for filing, classifying etc. of the documents that they create themselves. The volume of documentation has grown to such an extent, however, that John has requested for a position of Document Controller to be created.

Dolly Naidoo was eventually appointed to the position. Dolly has a degree from the University of South Africa and has seven years of working experience in the industry to her credit. It was therefore a great surprise to John when a representative of the draughtsmen came to see him a couple of months after Dolly had started. The complaint from the draughtsmen was that Dolly created work for them by insisting on certain procedures and safety measures to be followed, e.g. signing out documents that they needed to work on, inserting additional numbering on updated plans etc.

[By H Wilson-Kirsten – *Self Evaluation Exercise* Page 58]

2.1.1 Describe the factors which influenced the group cohesion before Dolly was appointed in detail.

2.1.2 What happened after Dolly was appointed?

2.1.3 What was the real source of conflict between the draughtsmen and Dolly?

2.1.4 What conflict-resolution technique can John apply in this situation?

2.1.5 Motivate your answer to QUESTION 2.1.4. (5 x 4) (20)

2.2 Managerial approach to group conflict is imperative under all situations, therefore conflict must be managed to minimise the negative results.

Discuss the 10 techniques management should follow to solve group conflict and to minimise the negative results. (10 x 2) (20)

[40]

**QUESTION 3**

3.1 Define the following:

3.1.1 Management Information System (MIS)

3.1.2 Human Resources Information System

(2 × 4) (8)

3.2 Name and explain SEVEN steps in the design and implementation of the HRIS.

(7 × 4) (28)

3.3 Define the following:

3.3.1 Spreadsheet

3.3.2 Graphical representation

(2 × 2) (4)

[40]

**QUESTION 4**

4.1 List FIVE typical needs of leadership.

(5 × 3) (15)

4.2 Name and explain FOUR skills for effective leadership.

(4 × 3) (12)

4.3 Name and define the FOUR sources of power according to French and Raven's sources.

(4 × 2) (8)

4.4 Briefly discuss the behavioural approach to leadership.

(5)

[40]

**QUESTION 5**

5.1 Distinguish between *line* and *organisational* structures. Give relevant examples.

(10)

5.2 Discuss Vroom's expectancy theory and concentrate on the following aspects:

5.2.1 Explain the meaning of the theory.

(5 × 1) (5)

5.2.2 State the THREE variables of this theory.

(3 × 3) (9)

5.2.3 State the implication of the theory.

(3 × 2) (6)

5.3 Name and briefly explain the FIVE leadership styles according to the managerial grid of Blake and Mouton.

(5 × 2) (10)

[40]

**QUESTION 6**

- 6.1 In reality, various problems/barriers exist at each and every stage of the communication process which affect its success.

Name and explain NINE of these barriers.

(9 × 2) (18)

- 6.2 There are a number of techniques that can be applied to improve the effectiveness of communication.

Name and describe 11 of these techniques.

(11 × 2) (22)  
[40]

**TOTAL SECTION B: 160**  
**GRAND TOTAL: 200**