



higher education & training

Department:
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REPUBLIC OF SOUTH AFRICA

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JUNE EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

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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

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 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**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 (1.1.1–1.1.15) in the ANSWER BOOK.
- 1.1.1 Groups set norms for the group as a whole and the behaviour of the group becomes predictable.
 - 1.1.2 Communication can flow vertically, horizontally or diagonal in an organisation.
 - 1.1.3 An increase in performance requires a need for both ability and a motivational work environment.
 - 1.1.4 Job enrichment is influenced by three factors, namely the individual concerned, the nature of the job and the organisational support.
 - 1.1.5 Extrinsic motivators refer to factors outside the job itself and can be financial and non-financial rewards.
 - 1.1.6 The education level and cultural background of the sender and receiver in communication can be a barrier to communication.
 - 1.1.7 MBO is a goal-setting technique with joint decision making between management and employees.
 - 1.1.8 Job simplification and job enlargement are two methods that can be followed to design a job that will influence the motivational level of employees.
 - 1.1.9 According to Maslow people always have needs they want to satisfy, but the satisfaction of needs does not follow a hierarchical pattern.
 - 1.1.10 An unsatisfied need gives rise to wants which cause action and it gives rise to tension, which results in goal-directed behaviour that ensures needs are satisfied.
 - 1.1.11 Interacting and social groups are examples of informal groups.
 - 1.1.12 The developments in technology means a vast amount of knowledge and information is available to employees, but some employees switch-off when new information is presented, which is a benefit to communication because they can make better quality decisions.

1.1.13 When a comparison is made between Maslow's need hierarchy and Herzberg's two-factor theory of motivation, the higher order needs are compared with the hygiene factors.

1.1.14 Norming is the first stage of group formation and group development.

1.1.15 A typical example of intrinsic motivation is that an employee has control over the pace of work.

(15 x 1) (15)

1.2 Indicate whether the following statements refer to INTRINSIC or to EXTRINSIC motivation. Write only 'intrinsic' or 'extrinsic' next to the question number (1.2.1–1.2.8) in the ANSWER BOOK.

1.2.1 Develop skills and abilities

1.2.2 Participate in decision making

1.2.3 Recognition

1.2.4 Responsibility for own work

1.2.5 Improved working conditions

1.2.6 Challenging work

1.2.7 Praise

1.2.8 Secured job

(8 x 1) (8)

1.3 Name NINE potential barriers to effective communication.

(9 x 1) (9)

1.4 Explain the following terms:

1.4.1 Motivation

1.4.2 Management Information System (MIS)

(2 x 4) (8)
[40]

TOTAL SECTION A: 40

SECTION B

Answer only FOUR questions from this section.

QUESTION 2

Due to the current decline in South Africa's economy, promotion opportunities will be frozen and staff retrenchment can become a reality. All the uncertainty does not help workers to stay positive and motivated. It is crucial that management should look at what they can do to motivate staff and to maintain a positive feeling in the workplace.

- 2.1 The first action of management is to turn the dissatisfiers into satisfiers – referring to those factors leading to dissatisfaction and to turn it around to become the foundation for motivation and to motivate workers at work.
- Group the dissatisfiers or hygiene factors and the satisfiers or motivators, management is referring to, by making use of a table. (12 x 1) (12)
- 2.2 Management wants to make sure that workers will be able to satisfy their lower order needs which will serve as the foundation for them to satisfy their higher order needs as well.
- By making use of a table and with the help of Maslow's hierarchy needs, discuss the lower order and higher order needs workers strive to satisfy during their working careers. (5 x 4) (20)
- 2.3 Management decided to redesign jobs so that it will influence the motivational level of workers positively.
- Explain how job enlargement and job enrichment can contribute to jobs becoming more motivational. (4 + 4) (8)
- [40]**

QUESTION 3

- 3.1 After a lengthy discussion between management, worker representatives and workers from all various departments, a decision was made to implement management by objectives (MBO). The decision was seen as a further method to motivate workers and staff with the emphasis on working together.

Discuss MBO under the following:

- 3.1.1 Explain to workers the TWO requirements for a successful implementation of MBO. (9 x 1) (9)
- 3.1.2 By ensuring motivation for both management and workers, explain the FOUR distinct parts to MBO. (4 x 3) (12)
- 3.1.3 Both parties are excited about the advantages of implementing MBO, but are also aware of the problems that might occur.
Explain to management and workers any NINE disadvantages of MBO for both management and workers. (9 x 1) (9)

- 3.2 Management knows there are barriers that might influence the effectiveness of communication and decided to address the matter urgently. They decided to have a discussion with all role-players on how to improve communication effectiveness.

What are the TEN techniques that can contribute to more effective communication? (10 x 1) (10)
[40]

QUESTION 4

- 4.1 Explain the term *leadership*. (3 x 1) (3)
- 4.2 The new generation workers/employees are arguing about '*the need for leadership*', because they believe that leaders are not necessary. According to them, with all knowledge and information available, leaders are 'becoming a luxury' and overboard.
Explain to them why the need for leadership, in organisations, is still very important. (8 x 1) (8)
- 4.3 For a person to be a leader he/she should have certain qualities, characteristics or traits that are essential and will distinguish him/her from the next person.
What are the NINE qualities, characteristics or traits a person should have to be a successful leader? (9 x 1) (9)

- 4.4 Hersey & Blanchard have the view that successful leadership is contingent on the maturity level of followers. For example, their ability and willingness to take responsibility for their own behaviour. For a leader to decide on a leadership style there is no one-size-fits-all style. Therefore leaders have to decide on an appropriate leadership style based on the maturity level of the individuals.

With this in mind, explain the potential leadership styles a leader can apply to ensure productivity, success and goal achievement. (4 x 5)

(20)
[40]

QUESTION 5

The old saying of 'two heads are better than one' has led to the forming of groups within the organisation. The result of this means a more successful organisation based on the knowledge and skills of the group.

Discuss groups under the following:

- 5.1 Give a broad definition of a group and also distinguish between a *formal* and *informal* group. (11 x 1) (11)
- 5.2 Discuss the important impact of informal groups on the organisational effectiveness. (5 x 1) (5)
- 5.3 All work groups have a structure that dictates the behaviour of its members and makes the reaching of a group goal possible. Various factors influence the structure of a group.
- Name and explain the factors that influence the structure of a group. (6 x 3) (18)
- 5.4 Conflict is a natural part of the workplace and will always be present in groups, even the most effective ones. It is important that management should monitor and manage group actions and reactions to identify possible conflict.
- State SIX guidelines for identifying potential conflict that can help managers to minimise conflict. (6)
[40]

QUESTION 6

Management has to deal with a vast amount of information and today the Human Resource Information System (HRIS) helps management to gather, integrate and compare information. It also helps management to ensure the confidentiality of information.

Discuss the HRIS under the following:

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|-----|--|-------------------------|-------------|
| 6.1 | Explain to staff the objectives of a HRIS as well as the advantages of using the HRIS. | (8 x 1) | (8) |
| 6.2 | Explain the SEVEN steps in the process of implementing a HRIS. | (7 x 2) | (14) |
| 6.3 | It is important that management should make the right decision when deciding on a computerised HRIS. | | |
| | Explain the criteria helping management to make the right selection. | (6 x 2) | (12) |
| 6.4 | Name any THREE areas where the computerised HRIS can be implemented to help management making a success of their business. | (3 x 2) | (6) |
| | | | [40] |
| | | TOTAL SECTION B: | 160 |
| | | GRAND TOTAL: | 200 |