higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

2 June 2021 (X-paper)
09:00–12:00

This question paper consists of 9 pages.

179Q1J2102

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N6
TIME: 3 HOURS
MARKS: 200

INSTRUCTIONS AND INFORMATION

1.   Answer all the questions in SECTION A.

2.   Answer FOUR questions in 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.

SECTION A

QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Treating employees as unique individuals motivate them to work hard.

1.1.2 Money is always the best motivator for the employees to perform better in the world of work.

1.1.3 MBO encourages effective communication between top level managers.

1.1.4 In a narrow span of control communication is good at each level, but poor between top and lowest levels of employees.

1.1.5 Horizontal communication is between different departments and levels in an organisation.

1.1.6 In a wide span of control many subordinate report to one manager in an organisation.

1.1.7 Group members strive for higher goals than individual members.

1.1.8 Conflict is a natural part of the workplace which must be avoided.

1.1.9 Individuals' maturity depend on their ability and willingness to take responsibility.

1.1.10 Authority management focuses on achieving the desired results as efficient as possible with the assistance of the human element.

(10 × 1) (10)

1.2 Choose a term from COLUMN A that matches a description in COLUMN B. Write only the letter (A–J) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Promotion	A	Task that is boring because it is always the same
1.2.2	Social facilitation	B	Things that people feel will make their lives better
1.2.3	Accountability	C	To be changed for the worse and for a bad or poor reason
1.2.4	Gossip	D	Situation in which people are closely united
1.2.5	Compromise	E	Piece of information that is passed on from one person to another about a third person's behaviour and personal life.
1.2.6	Esteem	F	Requirement that a person describes his or her actions, accepts responsibility for these actions and explain the results.
1.2.7	Wants		
1.2.8	Cohesion	G	Moving someone to a higher, more important position usually comes with greater responsibility
1.2.9	Norm	H	Standards of proper or acceptable behaviour
1.2.10	Monotonous	I	Having respect for and liking other persons and things they do
		J	The presence of group members influences the behaviour of individual members

(10 x 2) (20)

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 Behaviour indicating that an employee lacks motivation:

        A Employees do their work very well
        B Employees are friendly with their employers
        C Employees complain about their jobs, colleagues and managers
        D Employees have enough work to keep them busy

    1.3.2 Job design is essential to employees as it:

        A Provides a more efficient way of completing a task
        B Promotes team work
        C Performs all tasks
        D Analyses and changes physical aspects of the work environment

    1.3.3 The aim of applying gain sharing in an organisation is :

        A Increasing the company's financial success
        B Pay out dividends during profit gain
        C Little involvement in the company processes
        D Management style that encourages employee involvement and teamwork

    1.3.4 A decentralised network is more efficient when …

        A group tasks are easy and uncomplicated.
        B tasks are difficult and non-routine.
        C information flow is coordinated.
        D communication flow is coordinated, received and analysed.

    1.3.5 The role of the initiator is to:

        A Bring all the facts together
        B Stop new ideas with continual negative reactions
        C Provide new ideas on how to move ahead
        D Seek the most effective ways to implement decisions

                                           (5 × 2) (10)
                                               [40]

                             TOTAL SECTION A: 40

SECTION B

Only answer FOUR questions in this section.

QUESTION 2: MOTIVATION

Read the scenario below and answer the questions.

> Ms Azy is a newly appointed HR Manager for ABC Enterprises. In her observation and interaction with the employees, she noticed that the employees were unhappy, and as a result, they were not performing well. One of the reason for the unhappiness was that the workload was not shared equally among the employees. Some had little while others had large amounts of work to do. The workers with little work were left bored and frustrated while those with large amounts were unable to meet the targets. This situation compelled Ms Azy to embark on the process of redesigning using job enrichment.

2.1	Define *motivation* as one of the measures used by Ms Azy.	(2)
2.2	Explain any TWO ways in which Ms Azy can design the jobs at ABC Enterprises other than job enrichment.	(4)
2.3	Describe job enrichment as the most valuable design method/approach that Ms Azy can use to motivate the employees at ABC Enterprises.	(10)
2.4	Discuss job factors required for the successful job enrichment at ABC Enterprises.	(10)
2.5	Explain any TWO limitation of job enrichment that may be encountered by Ms Azy in re-designing the jobs for ABC Enterprises.	(4)
2.6	Discuss the implications of Milton's theory of motivation in the above organisation.	(10)

[40]

QUESTION 3: COMMUNICATION

Read the scenario below and answer the questions.

Encore Capital group used to be a company with fewer than 500 employees. As a result of a joint venture the organisation quickly expanded to more than 2 000 employees. The communication challenge became prevalent within the company – between management and employees and among employee themselves. This challenge has affected the performance of the employees negatively.
As a newly appointed human resources manager you are requested to assist in facilitating effective communication in this company.

3.1	Mention TWO barriers for communication.	(2)
3.2	Explain the tools that can be used to facilitate communication at Encore Capital group.	(6)
3.3	Discuss the techniques that can be used by managers to improve communication at Encore Capital group.	(14)
3.4	Evaluate the impact of the following factors on communication:	

3.4.1	Gender	
3.4.2	Ethnicity	
3.4.3	Age	

<div align="right">(3 × 2) (6)</div>

3.5	Discuss the effects of incomplete information on communication in an organisation.	(12)

<div align="right">**[40]**</div>

QUESTION 4: GROUP DYNAMIC

Read the scenario below and answer the questions.

You are employed as a manager at a municipality. The council has decided to take on a major expensive project which is unpopular with the residents. The opposing decided to demonstrate their displeasure with the council by visiting the council offices and demanding answers to their questions. As you are the manager responsible for managing the situation, it is required that you understand group dynamics.

4.1	Define *group dynamics*.	(2)
4.2	Describe what constitutes a group in an organisation.	(2)
4.3	Explain the effects of informal groups on the organisation effectiveness.	(8)
4.4	Discuss various factors that influence the structure of a group in an organisation.	(12)
4.5	Identify guidelines for managing potential conflict in an organisation	(6)
4.6	Discuss managerial techniques used to resolve group conflict.	(10)

<div align="right">**[40]**</div>

QUESTION 5: LEADERSHIP

In light of the statement below, answer the questions that follow.

According to Warren G. Bennis, leadership is the capacity to translate vision into reality.

5.1 Define the following terms:

    5.1.1 Vision

    5.1.2 Mission

                                           (2 × 2) (4)

5.2 Give a detailed explanation of the following:
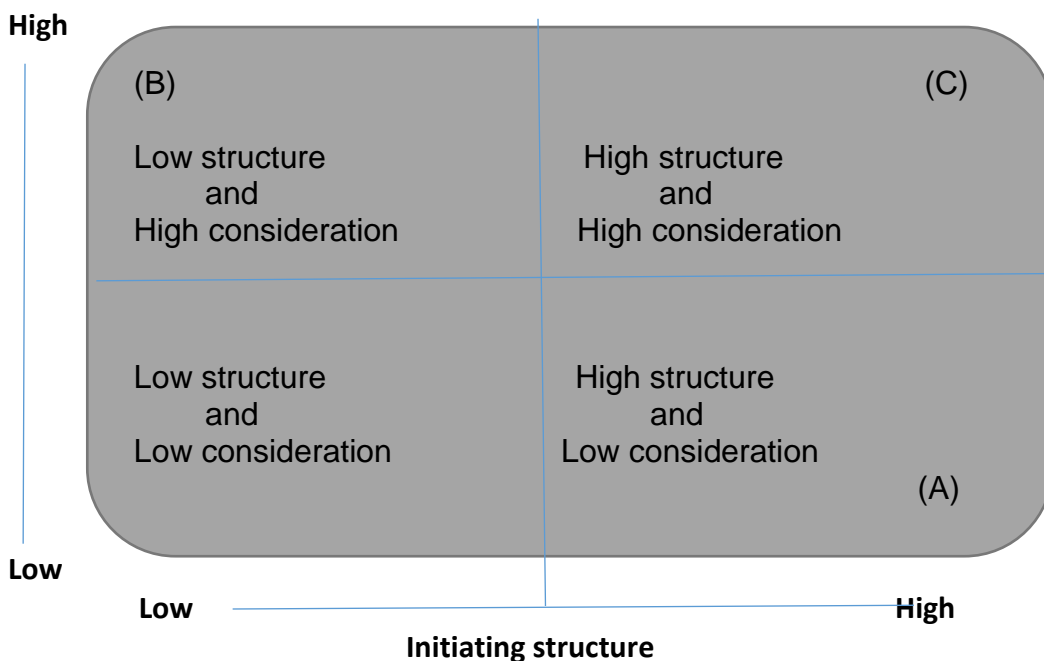
    5.2.1 position of power (4)

    5.2.2 personal power (4)

5.3 State TEN characteristics that are important for a leader to be successful. (10)

5.4 Describe the TWO broad dimensions of leadership identified by Ohio State studies. (4)

5.5 By referring to the figure below, discuss how these dimensions can be used to show/plot different leadership approaches or styles, according to the Ohio State Leadership Approach. (14)

Consideration

High

(B) Low structure and High consideration	**(C)** High structure and High consideration
Low structure and Low consideration	High structure and Low consideration **(A)**

Low

Low ——————————————————— **High**

Initiating structure

[40]

QUESTION 6: MISCELLANEOUS

6.1   Define the term *database.*   (2)

6.2   Distinguish between *data* and *information.*   (4)

6.3   Outline the steps involved in the process of implementing HRIS.   (7)

6.4   Discuss the criteria for evaluating a computerised system.   (12)

6.5   Explain any THREE distinct parts of MBO.   (9)

6.6   Explain the THREE basic individual needs identified in the David McClelland
        Human Motivation Theory.   (6)
                                                                                                                [40]

                                                                        TOTAL SECTION B: 160
                                                                        GRAND TOTAL: 200