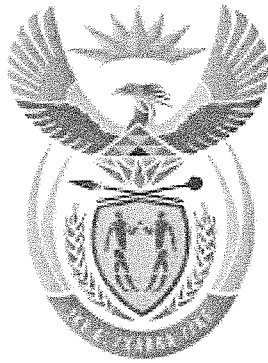# higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1160(E)(N11)H
NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

11 November 2013 (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

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 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.

SECTION A (COMPULSORY)

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 Modern society takes working as a principal activity.

1.1.2 A wide range of human needs are satisfied by working.

1.1.3 People want to satisfy their needs continuously.

1.1.4 The decisive factor as to who is to be a leader is always indicated in the question.

1.1.5 Inequality makes one feel that the situation is balanced, and there is fairness.

1.1.6 Adjourning is the state of separation.

1.1.7 Lack of personal growth is contributory to low morale of workers.

1.1.8 Communication is essential for successful running of any work situation.

1.1.9 Matrix structure is not a combination of functional and project structures.

1.1.10 Choices people make comes natural, there are no reasons why people do or do not do things.

(10 × 2) (20)

1.2 Choose a description from COLUMN B that matches a/an word/item in COLUMN A. 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	A narrow structure of control	A	influence of present members on the behaviour of individuals
1.2.2	Communication can flow vertically, laterally and diagonally	B	goal-setting technique where management and employees makes joint decisions
1.2.3	Adam's basic concept in his theory is that …	C	a person is motivated in the work situation if he/she feels that he/she is being rewarded in equal terms of his/her effort
1.2.4	A work group		
1.2.5	Decision-making is an integral part of	D	reference groups, social groups and interest groups
1.2.6	A need for affiliation	E	means that managers have relatively few subordinates reporting to them
1.2.7	Intrinsic motivators		
1.2.8	Management by objectives (MBO)	F	interest groups, interacting groups and reference groups
1.2.9	Informal groups	G	have a structure of every major managerial task
1.2.10	Social facilitation		
		H	a desire to have close relationships, feel accepted and to be liked by others
		I	up and down, side and across levels and groups
		J	the feeling of self-fulfilment and enjoyment gains from the job itself

(10 × 2) (20)

[40]

TOTAL SECTION A: 40

Please turn over

SECTION B

Answer any FOUR questions from this section.

QUESTION 2

2.1 The Johari window clarifies how we withhold information about ourselves during communication.

Name and explain the FOUR 'windows' or areas of knowledge that exist according to the Johari window theory. (4 × 3) (12)

2.2 The flow of communication can be in various directions.

Name THREE directions of communication flow. (3)

2.3 Name 10 barriers that prevent effective communication. (10 × 1) (10)

2.4 If the organisation decides on a computerised human resource information system (HRIS), name the criteria to be taken into account when evaluating systems. (6 × 1) (6)

2.5 The computerised HRIS can be applied successfully in maintaining up-to-date skills inventories.

Name the information included in the maintaining of up-to-date skills inventories with the help of the computerised HRIS. (9 × 1) (9)
[40]

QUESTION 3

Leadership is the process of influencing and directing the behaviours of others (employees) to achieve their goals. Blake and Mouton, through the managerial grid, were looking for the ideal leadership style while Hersey and Blanchard focus on the situation that will determine the style of the leader.

Refer to the casestudy above and discuss leadership as follows:

3.1 Name and explain the position powers of a leader. (3 × 3) (9)

3.2 Except for position powers named in QUESTION 3.1, name the other types of power included. (3 × 1) (3)

3.3 With the aid of a diagram, discuss Hersey and Blanchard's situational leadership style. The discussion must focus on both the leadership styles as well as the maturity levels of the 'followers'. (28 × 1) (28)
[40]

QUESTION 4

4.1 Name and explain THREE categories of informal groups. (3 × 3) (9)

4.2 Discuss the important impact of informal groups on organisational effectiveness. (5 × 2) (10)

4.3 Explain the influence of group cohesion on group effectiveness. (5 × 2) (10)

4.4 Explain the consequences of conflict within groups under the following:

    4.4.1 Name FOUR positive consequences of conflict on a group (4 × 1) (4)

    4.4.2 Name SEVEN negative effects of conflict on a group (7 × 1) (7)

[40]

QUESTION 5

5.1 It is important that all group actions and reactions need to be managed to sustain a harmonious and productive workplace.

    Suggest guidelines management can apply to identify potential conflict.

    (5 × 2) (10)

5.2 The important task of a leader is to convert a typical theory X behaviour into theory Y behaviour.

    State SEVEN characteristics of typical theory Y behaviour. (7 × 1) (7)

5.3 Explain what management by objective (MBO) means and elaborate on the FOUR distinct parts of the MBO process. (4 × 2+ 2) (10)

5.4 Give SEVEN examples of extrinsic motivator's which management can apply to motivate their employees. (7 × 1) (7)

5.5 Explain the THREE needs an employee wants to experience in his/her job to have a feeling of self-fulfilment and motivation. (3 × 2) (6)

[40]

QUESTION 6

6.1   Make use of a table to distinguish between Maslow's hierarchy of needs and Herzberg's two-factor theory of motivation   (20)

NOTE: Do NOT DISCUSS the theories!

6.2   Discuss Adam's equity theory of motivation under the following:

    6.2.1   Definition of Adam's equity theory   (2)

    6.2.2   Illustration of Adam's equity theory   (5)

    6.2.3   Inputs – Outcomes of Adam's equity theory   (10)

6.3   Name THREE conditions of Adam's equity theory that may exist in the workplace.   (3)
    [40]

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