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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1160(E)(N26)H
NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

26 November 2014 (Y-Paper)
13:00–16:00

Calculators may not be used.

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. Read ALL the questions carefully.
 2. SECTION A is COMPULSORY.
 3. Answer any FOUR questions from SECTION B.
 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 (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 People are repetitive in doing something, even if that act is non-moving.

1.1.2 Instrumentality refers to the third level outcome.

1.1.3 Approach each person as a unique individual.

1.1.4 Standard and criteria will not agree on jointly.

1.1.5 Interaction within a group leads to concoction.

1.1.6 Communication forms a full circle.

1.1.7 Solidarity refers to the extent to which group attracts individual members.

1.1.8 Decision making is an integral part of a manager's managerial function.

1.1.9 Conflict depicts any negative effect.

1.1.10 It is advantageous to the employer, if expert knowledge is immediately available.

(10 × 2) (20)

1.2 Explain each of the following concepts:

1.2.1 Brainstorming

1.2.2 Conflict

1.2.3 Grapevine

1.2.4 Cohesiveness

1.2.5 Solidarity

1.2.6 The blind spot

1.2.7 Arena

1.2.8 Frustration

1.2.9 Synergy

1.2.10 Norm

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this Section

QUESTION 2

2.1 Imagine yourself in the position of a Human Resource Manager and your immediate task is to improve the effectiveness of communication in the workplace.

List and briefly explain any 10 techniques to improve communication effectiveness in the organisation. (10 × 2) (20)

2.2 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 discuss any FIVE factors influencing the group structure. (5 × 2) (10)

2.3 Distinguish between formal and informal groups in the workplace. (5)

2.4 Groups follow a sequence of stages during group development.

Name and briefly explain the FIVE stages. (5 × 1) (5)
[40]

QUESTION 3

3.1 Define the term *motivation*. (3 × 1) (3)

3.2 Differentiate between *intrinsic* and *extrinsic* motivators. (2)

3.3 Name and briefly explain the THREE main concepts on which Adam's theory of equity is based on. (3 × 3) (9)

3.4 Explain Herzberg's two-factor theory of motivation. (14)

3.5 Name and explain the FOUR methods that can be followed in order to design a job so that it will influence the motivational level of employees. (4 × 3) (12)
[40]

QUESTION 4

- 4.1 List any FIVE characteristics of effective groups. (5 × 1) (5)
- 4.2 Conflict must be managed within an organisation to minimise its negative effects.
Name 10 managerial techniques that can be apply to solve group conflict. (10 × 1) (10)
- 4.3 Decision making is an integral part of every major managerial task.
List the 10 steps of the decision making process in the correct order. (10 × 1) (10)
- 4.4 Discuss management by objectives (MBO) under the following:
- 4.4.1 Give a definition of *MBO*. (1)
- 4.4.2 Name the FOUR distinct parts of MBO. (4 × 1) (4)
- 4.4.3 Name FIVE advantages and FIVE disadvantages of MBO. (5 × 2) (10)
- [40]

QUESTION 5

- 5.1 According to French and Raven, name and explain the FIVE powers of a leader. (5 × 3) (15)
- 5.2 Using the trait approach to leadership, list any 10 characteristics that are essential for a person to be a leader. (10)
- 5.3 Discuss Douglas McGregor's Theory X and Theory Y of leadership. (10)
- 5.4 List the FIVE styles of leadership according to Blake and Mouton's managerial grid. (5)
- [40]

QUESTION 6

- 6.1 Discuss the leadership styles as explained by Hersey and Blanchard's situational leadership model. (4 × 4) (16)
- 6.2 Discuss the Human Resource Information System (HRIS) under the following:
- 6.2.1 Name the objectives of the HRIS. (3 × 2) (6)
- 6.2.2 Name FIVE advantages of HRIS. (5)
- 6.2.3 Name the criteria to be taken into account for evaluating a computerised HRIS. (6)
- 6.3 Name SEVEN examples of intrinsic motivators. (7)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200