



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N6

(4110466)

**17 September 2020 (Y-paper)
13:00–16:00**

This question paper consists of 8 pages.

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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.
 2. Read all the questions carefully.
 3. Number the answers according to the numbering system used in this question paper.
 4. Write neatly and legibly.
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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 Once physiological needs are satisfied, people feel safe and secure. 

1.1.2 Hygiene factors motivate people towards achieving the required goals.

1.1.3 Instrumentality can be influenced by putting a fair reward system in place.


1.1.4 Feedback and reinforcement improve effective communication.

1.1.5 Functional organisational structure gives clear understanding of the position held by the employee in an organisation.

1.1.6 The more the grapevine is used, the more management of an organisation is trusted. 



1.1.7 Frustration occurs when a motivated employee encounters barriers in communication.

1.1.8 Group norms that are different from those of the organisation leads to conflict.

1.1.9 The trait approach to leadership states that leaders are not born with specific traits. 

1.1.10 Decision-making is an integral part of every managerial task. (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	Self-esteem	A	precautionary measure in case of an emergency
1.2.2	Shares	B	quality of being honest and fair
1.2.3	Incentive	C	strong disagreement between two or more people 
1.2.4	Encoding	D	employees working together to achieve something
1.2.5	Affiliation	E	line of authority from highest to lowest position in an organisation
1.2.6	Chain of command	F	message put into language, symbols or behaviour
1.2.7	Cooperation	G	closely connected to a group or an organisation
1.2.8	Conflict	H	encourages a person to do something or work harder
1.2.9	Integrity	I	equal parts into which ownership of business is divided
1.2.10	Contingency 	J	respect for oneself and things one is able to do

(10 × 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 Factors motivating employees in an organisation:

- A Too much work
- B Appreciating what employees are doing
- C Favouring some employees over others
- D No confidence in a manager 

1.3.2 According to David McClelland, a person's need for achievement is based on a desire to...

- A influence other people to behave in a certain manner.
- B feel accepted and belong to certain people.
- C feel secured and protected.
- D excel and be successful. 


1.3.3 Employees gain a feeling of self-fulfilment and enjoyment in their job when they ...

- A are promoted.
- B are comfortable and safe in attractive working conditions.
- C get reasonable instructions and directions.
- D are part of decision making in an organisation.

1.3.4 A semantic barrier to communication occurs ...

- A between employees who work at the same time.
- B during the encoding or decoding of a message.
- C when communication flows from the top to the bottom of the organisation.
- D between employees from different management levels and departments.

1.3.5 Decentralised network used to control communication:


- A Chain network 
- B Wheel network
- C Y-network
- D Circle network

(5 × 2) (10)
[40]

TOTAL SECTION A: 40

SECTION B**QUESTION 2**

Mr Morris is head of the engineering department of a TVET college. He has been with the college for 20 years and has performed well in terms of certification and retention of students. He has employment benefits such as his own office, medical aid, merit increments and performance bonuses. Lately he has been showing signs of frustration and unhappiness in his work and his performance has dropped considerably. He is often late or absent from work and his rate of certification has decreased. He complains about not being involved in decision-making activities affecting his department and lack of training on new curriculum developments.



- 2.1 Name TWO things that help a manager to achieve the required level of motivation to sustain effective performance in an organisation. (2)
- 2.2 Describe TWO requirements for the successful implementation of management by objectives (MBO) to achieve the vision and mission of an organisation. (8)
- 2.3 Distinguish between *intrinsic* and *extrinsic* motivators, using tabular form. (10)
- 2.4 Explain FIVE job enrichment methods to motivate Mr Morris's performance. (10)
- 2.5 Apply Herzberg's hygiene theory of motivation to Mr Morris's situation. (10)
- 
- [40]**

QUESTION 3


BMC Enterprise has an organisational structure illustrating horizontal and vertical relationships as well as responsibility of all individuals. This organisational structure fosters greater connection between leadership and employees. It promotes open communication and encourages employees' contributions to problem-solving.

- 3.1 Define *communication process*. (3)
- 3.2 Explain the benefits of using a planned organisational structure. (5)
- 3.3 Discuss THREE levels of communication in an organisation. (3 × 4) (12)
- 3.4 Differentiate between *line* and *staff* organisation. (4 + 4) (8)
- 3.5 Discuss the influence of values, attitudes and experience on communication in an organisation. (3 × 4) (12)
- [40]**



QUESTION 4

- 4.1 Lecturers from four different departments of a certain TVET college have to share eight computers labs due to a shortage of resources. Lecturers in the marketing department do not want to share with the other three departments. This has created conflict and clique-forming in the various departments that in turn have a negative effect on the teaching and learning in the college. You as college manager have to handle the groups.
- 4.1.1 Identify FOUR ways in which conflict can manifest itself in the college.  (4)
- 4.1.2 State SIX negative and SIX positive consequences of conflict in an organisation. (6 × 2) (12)
- 4.1.3 Describe any FOUR techniques to manage group conflict. (4 × 2) (8)
- 4.2 Group dynamics must be managed so that there can be effective groups in an organisation.
- 4.2.1 Explain *group dynamics*.  (2)
- 4.2.2 State FIVE characteristics of an effective group in an organisation. (5)
- 4.2.3 Explain the categories of formal groups in an organisation. (3 × 3) (9)
- [40]**

QUESTION 5

- 5.1 Define *leadership*. (2)
- 5.2 Explain the management process in an organisation. (4)
- 5.3 State FOUR characteristics that a leader of an organisation should possess. (4 × 2) (8)
- 5.4 Discuss the Hersey and Blanchard situational leadership model under the following headings:
- Telling style
 - Selling style
 - Participating style 
 - Delegating style (4 × 4) (16)
- 5.5 Explain the steps that a manager should follow in the decision-making process. (10)
- [40]**

QUESTION 6

- 6.1 Explain the term *human resources information systems* (HRIS). (4)
- 6.2 Explain THREE levels that should be covered in a properly designed human resources information system (HRIS).  (3 × 3) (9)
- 6.3 Describe how this system improves the efficiency of decision-making in the human resources department. (3)
- 6.4 Discuss SEVEN parts of a computerised human resources skills inventory. (14)
- 6.5 Name the FOUR stages of MBO.  (4)
- 6.6 Explain THREE advantages of a geographic structure in an organisation. (3 × 2) (6)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200