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**NQF  
Certificate  
4.2 MP  
Managing People  
Tuesday 7 June 2016, Morning**

1. **Time allowed: 3 hours.**
2. **Answer any four questions.**
3. **All questions carry 25 marks. Marks for subdivisions of questions are shown in brackets.**
4. **No books, dictionaries, notes or any other written materials are allowed in this examination.**
5. **Calculators, including scientific calculators, are allowed provided they are not programmable and cannot store or recall information. All other electronic devices, including mobile phones, are not permitted.**
6. **Candidates who break ABE Examination Regulations will be disqualified from the examinations.**
7. **Question papers must not be removed from the examination room.**



**Answer any four questions**

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- Q1** (a) Identify the benefits that organisations gain from behaving ethically. **(9 marks)**  
(b) Describe the practices that organisations need to follow in order to be considered ethical. **(16 marks)**  
**(Total 25 marks)**
- Q2** (a) Describe the features of an effective performance management feedback process. **(9 marks)**  
(b) Identify the ways in which organisations can use 'recognition' to motivate employees. **(16 marks)**  
**(Total 25 marks)**
- Q3** (a) Outline the qualities of effective leadership. **(12 marks)**  
(b) Explain any two approaches to leadership. **(13 marks)**  
**(Total 25 marks)**
- Q4** (a) Define the term 'psychological contract'. **(9 marks)**  
(b) Identify the significance of the psychological contract to employees and employers. **(16 marks)**  
**(Total 25 marks)**
- Q5** (a) Explain the difference between Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory. **(12 marks)**  
(b) Identify the disadvantages to organisations of adopting performance-related pay. **(13 marks)**  
**(Total 25 marks)**
- Q6** (a) Identify the impact on employees when their work is replaced by technology. **(12 marks)**  
(b) Outline the reasons why organisations should have a Human Resource Plan (Workforce Plan). **(13 marks)**  
**(Total 25 marks)**
- Q7** (a) Identify the benefits of effective teamwork in the organisation. **(10 marks)**  
(b) Explain the different methods that organisations can use for performance appraisal. **(15 marks)**  
**(Total 25 marks)**
- Q8** (a) Outline the ways in which an organisation can create a continuous improvement culture. **(12 marks)**  
(b) Identify the methods, in addition to formal training programmes, that organisations can use to develop their employees. **(13 marks)**  
**(Total 25 marks)**

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**End of question paper**