



higher education
& training

Department:
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REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

JUNE EXAMINATION

COMMUNICATION N6
(Second Paper)

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SECTION A**QUESTION 1**

1.1	1.1.1	Affiliation/Social need		
	1.1.2	Supervision		
	1.1.3	Compensation		
	1.1.4	Simulation		
	1.1.5	Subordination		
	1.1.6	Eustress		
	1.1.7	Type A		
	1.1.8	Interviewer		
	1.1.9	Unstructured/Non-directive		
	1.1.10	Radio		
			(10 x 2)	(20)
1.2	1.2.1	False		
	1.2.2	True		
	1.2.3	True		
	1.2.4	False		
	1.2.5	False		
			(5 x 1)	(5)
1.3	1.3.1	Needs		
	1.3.2	Decision		
	1.3.3	Job underload		
	1.3.4	Pressure		
	1.3.5	Questioning		
			(5 x 1)	(5)
				[30]

QUESTION 2

2.1	• A group of factors which determines and drives an organism's behaviour.			
	• Is to provide a person with an incentive or motive in order for the person to act in a particular way.			(Any 1 x 1) (1)
2.2	• The strength of the internal motive and/or need			
	• The ability to focus (on a particular goal) and maintain the action towards achieving the goal.			(2 x 1) (2)
2.3	Policies and procedures			(1)
2.4	• It must be physically acceptable			
	• It must be safe (emotional safety)			
	• Satisfaction of social needs			(3 x 1) (3)

- 2.5
- She could provide management with feedback,✓ for example whether or not the introduction of flexitime has been successful.
 - She could suggest ideas for solving staff problems,✓ for example. the introduction of flexitime which could then be considered in detail by management
 - She can become aware of problems regarding salary and working conditions during informal conversations with peers and junior staff.✓
 - She can act as intermediary and alert management of such problems during informal conversations.✓ (4 x 1) (4)
- [11]

QUESTION 3

- 3.1
- The Post Office is currently facing a debilitating strike.
 - It is unsure whether it will be able to pay salaries.
 - It is subject to a probe by the special Investigating Unit into allegations of corruption regarding tenders. (Any 1 x 1) (1)
- 3.2 Not to sign off the audit report (1)
- 3.3 The problem has to be identified and formulated correctly✓ before an appropriate decision can be made to solve it.✓ (2)
- 3.4
- Frame of reference (background, education, experience and culture)
 - Personality
 - Logical reasoning (logic, reasoning and intellect)
 - Emotions (4 x 1) (4)
- 3.5
- The proposed solution should enable the organisation to realise the relevancy of its objectives.
 - The proposed solution should be attainable, in terms of the available financial resources and manpower resources.
 - The proposed solution should be acceptable to those who are affected by its implementation as well as those who are required to implement it .
 - Each alternative should be evaluated in terms of its consequences for the organisation of which problems it would solve, as well as which further problems it might cause.
 - Each alternative should be judged in terms of which it would solve as well as which further problems it might cause the Postbank.
 - The risk factor of each alternative should be considered.
 - The proposed solution should be an alternative which could improve the current situation, not one which would had worked in the past. (7 x 1) (7)
- 3.6 With a well-run Postbank (1)
- [16]

QUESTION 4

- 4.1
- | FUNCTIONAL CONFLICT | DYSFUNCTIONAL CONFLICT |
|---|--|
| <ul style="list-style-type: none"> • Mild level of conflict • Constructive in nature • Lead to healthy interpersonal relationships • Improves performance and positive organisational results | <ul style="list-style-type: none"> • Ever increasing levels of conflict • Destructive in nature • Lead to deteriorating interpersonal relationships • Poor performance and negative organisational results |
- (Any 2 x 2) (4)
- 4.2
- | | |
|-------|---|
| 4.2.1 | H |
| 4.2.2 | C |
| 4.2.3 | G |
| 4.2.4 | F |
| 4.2.5 | B |
| 4.2.6 | E |
| 4.2.7 | A |
- (7 x 1) (7)
- 4.3
- It is an orderly, formal system√ whereby employer and employee determine√ whether or not the employment contract has been violated.√ (3 x 1) (3)
- 4.4
- It recognises management's right to take appropriate steps against any employee whose conduct is detrimental to the interests of the company.
 - It recognises the employee's right to a fair hearing and to appeal against any disciplinary measure which he/she regards as unjust.
 - The emphasis is on prevention, justice and rehabilitation. Disciplinary procedure should only be instituted if any employee makes no effort to improve his/her behaviour.
- (3 x 2) (6)
- 4.5
- Conflict situation serves to expose problems, which can then be addressed.
 - Conflict could lead healthy self-criticism.
 - It could lead to creativity, the discovery of latent talents and abilities, and improved decision-making skill among employees.
 - It could facilitate innovation and change.
 - Conflict between groups could increase loyalty, motivation and performance within a particular group.
- (5 x 2) (10)
- 4.6
- Stress is the physiological, psychological and behavioural response of an individual in his/her attempts to adjust to internal and/or external pressures or demands.√
 - Stress may be defined as personal experiences from the pressure of outside forces and which results in physical, psychological and/or behavioural response to these pressures.√
- (3)

- | | | | |
|-----|--|---------|-------------|
| 4.7 | <ul style="list-style-type: none"> • The working environment • Economic, political and social stressors • The personality of the individual • The individuals/personal living conditions | (4 x 1) | (4) |
| 4.8 | <ul style="list-style-type: none"> • Eustress is a positive force • Distress is a negative force | (2 x 1) | (2) |
| | | | [39] |

QUESTION 5

- | | | | |
|-----|---|-------------|------------|
| 5.1 | Always look at the interviewer, maintain eye- contact at all times | (1) | |
| 5.2 | Be careful aware of how you stand, walk and sit. | (1) | |
| 5.3 | <ul style="list-style-type: none"> • Listen and think before you speak • Answer specific questions specifically • Express your answers clearly and simply • Talk spontaneously without talking too long about one aspect • Take your time to answer difficult questions • What you say should be related to the position under consideration • If you don't understand a question, ask the interviewer to rephrase it or to make the question clear. | (Any 1 x 1) | |
| 5.4 | <ul style="list-style-type: none"> • Enter the room confidently and with a smile. • Extend your hand to hands with the interviewer. • Greet the interviewer by name and introduce yourself. • If you accept a cup of tea or coffee, be careful not to knock it over in your nervousness. | (Any 1 x 1) | (1) |
| | | | [4] |

TOTAL: 100