



# higher education & training

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**N1320(E)(N28)H  
NOVEMBER EXAMINATION  
NATIONAL CERTIFICATE  
PUBLIC ADMINISTRATION N6  
(21010066)**

**28 November 2016 (X-Paper)  
09:00–12:00**

**This question paper consists of 7 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
PUBLIC ADMINISTRATION N6  
TIME: 3 HOURS  
MARKS: 200

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**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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**QUESTION 1**

1.1 Define the following:

1.1.1 Public accountability

1.1.2 Communication

1.1.3 Nationalisation

1.1.4 By-law

1.1.5 Control

(5 × 2) (10)

1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–H) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

<b>COLUMN A</b>		<b>COLUMN B</b>
1.2.1	Formal control measures which provide physical evidence of whatever takes place	A work-study officer B impeach
1.2.2	Calling into question or accusing of a crime	C democracy D management functions
1.2.3	Trained functionaries who must examine the organisational system and suggest improvement	E auditing F anarchy
1.2.4	Distinct activities that only take place in the public sector and is seen as the seventh generic function	G written reports H minister
1.2.5	A state in which people fail to observe certain rules and regulations	

(5 × 2) (10)

1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

- 1.3.1 Work procedures should be strict and rigid so that workers know how to carry out tasks.
- 1.3.2 F.W. de Botha was the developer of streamlined work methods and procedures.
- 1.3.3 Planning is one of the generic administrative functions.
- 1.3.4 External control over the budget is exercised beforehand by the auditor general who reports it to the joint committee on public account.
- 1.3.5 Research institutions have been established by government to allow research with a profit motive.

(5 × 2) (10)

1.4 Give ONE term for each of the following descriptions. Write only the term next to the question number (1.4.1–1.4.5) in the ANSWER BOOK.

- 1.4.1 The school of thought which favours the approach that public institutions should play a significant role in industrial and commercial activities
- 1.4.2 Useful control measures to measure productivity
- 1.4.3 A manager who acts according to the law
- 1.4.4 These functions are also known as helping functions
- 1.4.5 Official medium for informing the public about the activities of public institutions

(5 × 2) (10)  
**[40]**

**QUESTION 2**

Public institutions and its administration of the country are often in a continual state of movement or change. All these are done to achieve certain objectives aimed primarily at providing services and/or products to improve the general welfare of the public. To achieve these objectives the South African constitution obliges all spheres of government to comply with the principles of cooperative government. All spheres of government have to cooperate with one another in mutual trust and good faith by fostering friendly relations and by informing and consulting one another on matters of common interest. To achieve all that a trained and experienced management corps should convert objectives into activities. Management's task is therefore to combine, allocate, coordinate and use the institution's resources or inputs productively so that the institution's objectives are achieved as economically as possible. Management does this by carrying out certain functions including administrative tasks (like policy making, organising, financing, work procedure and control), auxiliary, instrumental and line functions.

[Adapted from: Van der Walddt & Du Toit; 1998:180]

- 2.1 Based on the information provided in the case study above give the main reason for the existence of public institutions at government level. (2)
- 2.2 All spheres of government need to cooperate with one another in mutual trust and good faith by fostering friendly relations and by informing and consulting one another on matters of common interest.
- Briefly discuss the relationship between these spheres of government under the following headings:
- 2.2.1 The relationship between local authorities and provincial government (8 × 2) (16)
- 2.2.2 The relationship between central and local government (5 × 2) (10)
- 2.3 It is necessary for the central level of government to intervene by taking appropriate steps when a province or local government is not fulfilling its functions as stipulated in the Constitution of 1996.
- 2.3.1 Explain what steps the central authority could take. (2 × 2) (4)
- 2.3.2 Explain why it is necessary to take such steps. (4 × 2) (8)
- [40]**

**QUESTION 3**

- 3.1 For perfect service delivery in all spheres of government the management of all government levels must carry out administrative functions including control.
- Give reasons why it is necessary to exercise control over executive institutions. (3 × 2) (6)

- 3.2 Activities carried out by public institutions in all spheres of government must be known to the public. This means that public officials must be accountable and called upon to account for their deeds or misdeeds.

Discuss *accountability* under the following headings:

3.2.1 Accountability by legislature

3.2.2 Accountability by courts of justice

(2 × 8) (16)

- 3.3 Give FOUR reasons why the public should be informed about all intended activities or activities carried out by public institutions. (4 × 2) (8)

- 3.4 Distinguish between administration found in public institutions and administration found within private enterprises. (5 × 2) (10)
- [40]**

#### QUESTION 4

- 4.1 The administration of South Africa continually changes as a result of various factors.

Discuss the factors listed below with regard to the ways in which each necessitates change:

4.1.1 Scientific change (3 × 2) (6)

4.1.2 Development of administration/management science (4 × 2) (8)

- 4.2 Most people within the spheres of government prefer to stick to familiar ways of doing things and sometimes even actively avoid making changes in the way they handle their daily routine.

Briefly discuss in point form the factors that might cause most people to resist procedural change. (10 × 2) (20)

- 4.3 Briefly explain how an institution can measure the performance of its workers against standards. (3 × 2) (6)
- [40]**

#### QUESTION 5

- 5.1 All spheres of government are characterised by functional activities (or line functions).

Discuss transport services as a functional activity of the state. (4)

- 5.2 The spheres of government consist of managers who are responsible for carrying out public institution tasks which incorporate three main areas.

Discuss these tasks under the following headings:

- |       |                                                                                                              |              |
|-------|--------------------------------------------------------------------------------------------------------------|--------------|
| 5.2.1 | He/She must attain his/her position.                                                                         | (3)          |
| 5.2.2 | He/She must determine and establish functions necessary to achieve objectives.                               | (7)          |
| 5.2.3 | He/She must direct actions and behaviour in the direction indicated by policy.                               | (4)          |
| 5.3   | Name and discuss FIVE characteristics of a public manager.                                                   | (5 × 2) (10) |
| 5.4   | All employees of public institutions must be provided with a number of impersonal instrumental requirements. |              |
|       | Discuss furniture and equipment as one instrumental function.                                                | (4 × 2) (8)  |
| 5.5   | One of the personnel instrumental functions is that of decision making.                                      |              |
|       | Discuss the aspects of decision making as indicated below:                                                   |              |
| 5.5.1 | Programmable decisions                                                                                       |              |
| 5.5.2 | Nonprogrammable decisions                                                                                    | (2 × 2) (4)  |
|       |                                                                                                              | <b>[40]</b>  |
|       | <b>TOTAL:</b>                                                                                                | <b>200</b>   |