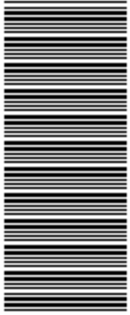


0000000000



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N200(E)(J3)H
JUNE EXAMINATION

NATIONAL CERTIFICATE

**COMMUNICATION N6
(Second Paper)**

(5140406)

**3 June 2016 (X-Paper)
9:00–11:00**

This question paper consists of 7 pages and 1 addendum.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
COMMUNICATION N6
(Second Paper)
TIME: 2 HOURS
MARKS: 100

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. Use the information on the attached ADDENDUM.
 5. Write neatly and legibly.
-

SECTION A**QUESTION 1**

1.1 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

- 1.1.1 ... is the need to give and receive love and experience the feeling of belonging.
- 1.1.2 ... is the function of leading, directing and co-ordinating the work of others to accomplish the set goals.
- 1.1.3 ... involves the setting of an alternative goal for oneself if the original goal proves to be unattainable.
- 1.1.4 ... techniques could be applied in an attempt to determine the possible consequences if particular solutions were to be implemented.
- 1.1.5 ... is characterised by power tactics, domination and is a win-lose situation.
- 1.1.6 ... stress could lead to improved job-related performance, greater creativity and motivation.
- 1.1.7 A ... personality is unable to adapt well to changing environmental demands.
- 1.1.8 An ... asks questions during the interview process.
- 1.1.9 ... interviews should be conducted only by specialised, experienced personnel officers.
- 1.1.10 In a ... interview participants can only be heard.

(10 x 2) (20)

- 1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.
- 1.2.1 A security need is the most basic need which includes food, water and adequate sleep.
- 1.2.2 A policy is a statement of intention committing management to a general cause of action.
- 1.2.3 It is necessary to locate or pinpoint the source of the problem.
- 1.2.4 Interpersonal conflict refers to conflict within an individual.
- 1.2.5 Mediation may be resorted to when parties feel that they are unable to resolve the dispute through negotiation.
- (5 x 1) (5)
- 1.3 Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.
- 1.3.1 (Needs/Drives) are an individual's experiences, consciously or unconsciously, that something is lacking.
- 1.3.2 A (problem/decision) is a deliberate act of selection of an alternative from a set of competing alternatives.
- 1.3.3 (Job overload/Job underload) is repetitive, boring and under-stimulating work which fails to present a challenge.
- 1.3.4 External (frustrations/pressures) could take the form of time restrictions, high expectations or excessive workload.
- 1.3.5 The (planning/questioning) phase is aimed at gaining as much as possible relevant information from the candidate.
- (5 x 1) (5)
[30]

QUESTION 2

Read the article 'Some scary things about Postbank' on the attached ADDENDUM and answer the questions.

- 2.1 Define the term *motivation*. (1)
- 2.2 Name the TWO main factors on which an individual's motivation depends. (2 x 1) (2)
- 2.3 Identify ONE factor in the article that influences motivation in the workplace. (1)
- 2.4 List the THREE lower levels of needs that the working environment must satisfy. (3 x 1) (3)
- 2.5 What is the role of the executive secretary on an informal level? (4)
- [11]**

QUESTION 3

- 3.1 Give ONE problem that the Post Office is facing. (1)
- 3.2 What decision was taken by the external auditors? (1)
- 3.3 Briefly explain the interdependence of the concepts problem solving and decision making. (2)
- 3.4 State the FOUR factors which contribute positively or negatively to the communication process. (4 x 1) (4)
- 3.5 Advise the management of the Post Office on the criteria which they must consider to evaluate the alternative solution to the problems in QUESTION 3.1. (7)
- 3.6 How can the ANC call for state-owned bank be satisfied? (1)
- [16]**

QUESTION 4

- 4.1 Tabulate the difference between *functional conflict* and *dysfunctional conflict*. (2 x 2) (4)
- 4.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–H) next to the question number (4.2.1–4.2.7) in the ANSWER BOOK.

COLUMN A		COLUMN B
4.2.1	Intrapersonal conflict	A political, social, economic and religious differences
4.2.2	Interpersonal conflict	B different perceptions regarding the functions of management identify and staff
4.2.3	Conflict within a group	C conflict between two or more people
4.2.4	Intergroup conflict	D intrapersonal or interpersonal confrontation
4.2.5	Conflict between management and staff	E conflict between members of competing organisations
4.2.6	Interorganisational conflict	F degrees of conflict between different groups of an organisation
4.2.7	Community/Societal conflict	G conflict between individuals within the same group
		H conflict within an individual

(7 x 1) (7)

- 4.3 Briefly explain what a *grievance procedure* is. (3)
- 4.4 List the principles underlying the disciplinary code. (3 x 2) (6)
- 4.5 State FIVE benefits (positive results) of conflict. (5 x 2) (10)
- 4.6 Define the term *stress*. (3 x 1) (3)
- 4.7 What are the factors that cause stress? (4)
- 4.8 Distinguish between *eustress* and *distress*. (2 x 1) (2)

[39]

QUESTION 5

Give a prospective job applicant ONE hint regarding each of the following in an interview:

5.1 Eye contact

5.2 Posture

5.3 Answering questions

5.4 Introducing yourself

(4 x 1) [4]

TOTAL: 100

ADDENDUM

Some scary things about Postbank

HOW is this for a scary fact: the Postbank's balance sheet is intermingled with the Post Office's. That means that there is no formal legal barrier between the R4.5bn of depositor funds it holds and the general operations of the Post Office. This is a weird historical legacy with roots in its 103-year-old founding.

The Postbank exists through its own act of Parliament rather than the legislation that governs other banks, the Banks Act. That means it doesn't have the burdensome regulations other banks must comply with, particularly strict rules over what you may use depositor funds for and the capital you must hold — or the strict supervision of the Reserve Bank.

Here's another scary fact: The Post Office is currently facing a debilitating strike. This has effectively shut it down for the past 11 weeks. It has said in Parliament it is unsure whether it will be able to pay salaries this month. It is also subject to a probe by the Special Investigating Unit into allegations of corruption regarding, among other things, tenders.

In its last published annual report, for the 2013 financial year, the auditors noted "material uncertainty" that the Post Office could continue as a going concern. The 2014 report is overdue, though the Sunday Times yesterday reported on a leaked copy in which internal auditors raised concerns about nonadherence to

ON THE MONEY



Stuart Theobald

policies and procedure.

It sounds like things have gotten worse. The fact that the report has not been tabled is apparently, because the external auditors are not happy to sign it off. Let us be clear what this means: An entity that is accepting deposits from the public is facing a major cash-flow crisis amid serious allegations of fraud and mismanagement, and doing so without the trusty oversight of the Reserve Bank. Were this any other bank, its depositors would be charging for the door. The fact that they aren't is because its depositors are largely rural and poor, with little alternative.

An examination of the 2013 report provides a little comfort. The balance sheet holds "investments" worth almost as much as the deposit base. These seem to be largely money market instruments, so they should be low risk, though one never knows just who it is investing into. It also had

R3bn in cash. That meant its balance sheet was liquid and had the assets to cover depositors' funds. But within the broader context of the farcical management of the business — the fact that those figures are now more than 18 months old and new figures are being delayed amid a standoff with auditors — the comfort is fleeting.

This bizarre aberration in our banking system has not gone unnoticed. The Reserve Bank came rather animated about the mess it presented about a year ago. It convinced the government to do something about it and in 2010 a new act was passed that required the Post Office to separate the bank from the rest of its operations into a new entity and apply for a banking licence.

In the last quarter of 2013 it did so, about two years later than initially planned. An application doesn't mean much — it has to be successful. Given the high standard of risk management and internal controls the Reserve Bank insists on and the views of the Postbank's auditors, approval of a licence could be a long way off. In its 2014 annual report the Reserve Bank's bank supervision department said it was "considering" the application.

One can imagine that a well-run Postbank would be useful in the broader financial services sector. Its 1,400 branches are often in rural areas that the mainstream banks avoid. It could play a key role in many government-

Frequent calls ... for a state-owned bank could potentially be satisfied with a well-run Postbank

provided financial services such as social grants (it lost a contract to distribute grants in 2012). Frequent calls from African National Congress (ANC) quarters for a state-owned bank could be satisfied with a well-run Postbank.

But a well-run Postbank can surely only emerge from a well-run Post Office. As the current strike and delays over the publishing of the Post Office annual report make clear, we are very far from that. I doubt the Post Office would still exist if it didn't have a protected monopoly. It is the only organisation allowed to deliver packages to post boxes. Couriers are only allowed to hand over objects directly to people, rather than leaving them unattended. While the ANC likes to rail against evil monopolies and oligopolies, it is ironic that this one is quietly legally protected, despite the obvious management failures.

It is also an obvious eyesore in an otherwise well-run banking system. While the government is battling with its state-owned enterprises on various fronts, let's not forget that this one also needs urgent attention.