



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

COMMUNICATION N6
(Second Paper)

5 JUNE 2019

This marking guideline consists of 6 pages.

QUESTION 1: MOTIVATION

- 1.1 1.1.1 It is a principle or a rule✓ put in place to guide decisions and achieve rational outcomes.✓
OR
It is a statement of intention✓ committing management to a general course of action.✓ (2)
- 1.1.2 A policy with substantial, but not complete trust in employees. (1)
- 1.2 1.2.1
- Hygienic (or maintenance) factors
 - Motivating (motivators, satisfiers, growth) factors (2)
- 1.2.2 Motivating/growth factors (2)
- 1.3 1.3.1 **SATISFIED EMPLOYEES EXPERIENCE:**
- A greater sense of physiological well-being
 - A greater sense of psychological well-being
 - Increased productivity
 - Smoother working relationships
 - Greater self-realisation (self-actualisation) (Any 3 × 1) (3)
- 1.3.2 **THREE IRRATIONAL COPING BEHAVIOURS**
- (1) Frustration✓ is the interruption, disruption or blockage of goal-directed behaviour OR when an employee interrupts or stops goal-directed activities, he/she feels emotionally unstable.✓
- (2) Aggression✓ is seen through verbally attacking someone or showing hostile or destructive behaviour. OR Aggression can show through physically attacking someone or insulting him/her or spreading gossip about a person.✓
- (3) Regression✓ is the process of going back to an earlier stage in a person's development (start acting childish). OR It can be a process of retreating or reverting and is the opposite of progress.✓
- NOTE:
- If the student explains by giving a good example, accept it.
 - Use discretion when marking. (3 × 2) (6)
- 1.4 1.4.1 Payoff
1.4.2 Compensation
1.4.3 Deficiency
1.4.4 Ability to focus (4 × 1) (4)
- [20]**

QUESTION 2: PROBLEM SOLVING AND DECISION MAKING

- 2.1 **Problem:**
Stress in the workplace in South Africa, is a real problem.✓
Quote:
- 'SA loses as much as R3 billion a year to workplace stress, low productivity, absenteeism, burnout and other stress-related issues.'✓
- OR
- 'South Africans experience abnormally high levels of stress in the workplace compared to the rest of the world.'✓
- NOTE:**
- Student must indicate that workplace stress in South Africa is a real problem.
 - No marks for a quote that does not have quotation marks. (2)
- 2.2
- Make it mandatory to take time off from work.
 - Increase opportunities for advancement in the workplace.
 - Give employees more autonomy in their jobs. (3)
- 2.3
- 2.3.1
- A previous pattern of action/performance is broken.
 - Expectations are not realised.
 - Complaints are received.
 - There is excessive rivalry (abnormal competition). (4)
- 2.3.2
- There is workplace stress
 - Low productivity
 - Absenteeism
 - Burnout
 - Other stress-related issues
 - Exhausted employees
 - Irritable employees
 - Overworked employees
 - Overstressed bosses (Any THREE from the article) (3 × 1) (3)
- 2.4
- It forces one to think about the problem and formulate it logically, objectively and systematically.
 - It helps to understand the problem better, it gives a clear idea of the problem.
 - It can be used as a measure of control and a framework for further action. (Any 2 × 1) (2)
- 2.5 Optimum decision (1)
- [15]**

QUESTION 3: COPING WITH CONFLICT

FUNCTIONAL CONFLICT	DYSFUNCTIONAL CONFLICT
<ul style="list-style-type: none"> • Mild levels of conflict • Constructive in nature • Leads to healthy interpersonal relationships • Improved performance • Positive organisational results <p style="text-align: right;">(Any THREE)</p>	<ul style="list-style-type: none"> • Ever increasing levels of conflict • Destructive in nature • Leads to deteriorating interpersonal relationships • Poor performance • Negative organisational results <p style="text-align: right;">(Any THREE)</p>

NOTE: Minus ONE if the answer is not given in a table. (2 × 3) (6)

- 3.2
- It serves to expose problems, which can then be addressed and solved.
 - It leads to healthy self-criticism.
 - It leads to creativity (the discovery of latent talents and abilities).
 - It leads to improved decision-making skills among employees.
 - It facilitates innovation and change (innovative ideas).
 - Conflict can increase loyalty in groups, motivation, performance within that particular group.
 - Goals are reviewed to concentrate more on common goals to encourage teamwork.
 - There is a renewal in relationships, a greater openness and more trust.
- (Any 4 × 1) (4)
- 3.3
- 3.3.1 Accommodation
- 3.3.2 Subordination/competing/forcing
- 3.3.3 Avoidance/withdrawal
- 3.3.4 Agreement/compromise
- 3.3.5 Cooperation and problem solving/cooperational problem solving
- (5 × 1) (5)
- 3.4
- 3.4.1 Community or societal conflict
- 3.4.2 Interorganisational conflict
- 3.4.3 Intrapersonal conflict
- 3.4.4 Conflict between management and staff
- 3.4.5 Conflict within groups
- (5 × 1) (5)
- 3.5
- 3.5.1 Training and development
- 3.5.2 Intercultural differences
- 3.5.3 Conflicting personalities
- 3.5.4 Different goals and values
- (4 × 1) (4)

- 3.6
- First level supervisors may not always have the interpersonal skills or the authority to settle all employees' complaints and dissatisfactions.
 - It reduces the likelihood of unauthorised action by supervisors.
 - It draws the attention of higher management to employees' problems and needs and any unfair aspects in the company policy.
 - It serves as an outlet for employees' frustrations and can improve staff morale. It serves as a legitimate way of expressing this.
 - It reassures employees that they will be treated fairly because they may not be punished for raising a grievance. They may be assisted by a union representative or fellow employee.
 - Employers are bound to proceed with the prescribed course of action when requested by the employees to do so.
 - It helps to solve workplace issues early, before a breakdown of employment relationships occur. (Any 4 × 1) (4)
- 3.7
- Disciplinary action
 - Grievance procedures (2 × 1) (2)
- [30]**

QUESTION 4: COPING WITH STRESS

- 4.1
- Improve your decision-making skills.
 - Improve your self-image.
 - Think positively.
 - Follow a healthy diet and get enough exercise and sleep.
 - Develop relaxation techniques.
 - Establish a reliable support system.
 - Be assertive. (Any 5 × 1) (5)
- 4.2
- 4.2.1 True
- 4.2.2 False
- 4.2.3 True
- (3 × 1) (3)
- 4.3
- Achieve understanding in a tactful, calm and gentle manner, but remain assertive.
 - Understand the other party's viewpoint, but let him/her understand yours too.
 - Use neutral body language to get point across. (Any 2 × 1) (2)

4.4	4.4.1	F		
	4.4.2	I		
	4.4.3	A		
	4.4.4	B		
	4.4.5	C		
	4.4.6	J		
	4.4.7	E		
	4.4.8	D		
	4.4.9	H		
	4.4.10	G		
			(10 × 1)	(10)
				[20]

QUESTION 5: INTERVIEWS

5.1	5.1.1	True		(1)
	5.1.2	<ul style="list-style-type: none"> Determine if the applicant is suitable candidate for the job Determine if the applicant will fit into the culture of the organisation Ensure that the eventual appointment is a good investment of the company's money 	(Any 2 × 1)	(2)
5.2	5.2.1	Semantic barrier		
	5.2.2	Physical barrier		
	5.2.3	Psychological barrier		
	5.2.4	Physiological barrier		
			(4 × 1)	(4)
5.3	5.3.1	Structured		
	5.3.2	Warm-up		
	5.3.3	Specific		
			(3 × 1)	(3)
5.4		<ul style="list-style-type: none"> The short, informative interview The news interview The in-depth interview 	(3 × 1)	(3)
5.5	Radio	<ul style="list-style-type: none"> Can only be heard by audience Without being filmed, the interviewer and interviewee can be more relaxed 		
	Television	<ul style="list-style-type: none"> Can be seen and heard by audience Interviewer and interviewee must be careful of their non-verbal communication 	(2 × 1)	(2)
				[15]
			TOTAL:	100