



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N200(E)(J5)H

NATIONAL CERTIFICATE

COMMUNICATION N6

(Second Paper)

(5140406)

5 June 2019 (X-Paper)

09:00–11:00

CLOSED-BOOK EXAMINATION

**TWO dictionaries (bilingual and/or explanatory) may be used.
NO electronic dictionaries may be used.**

This question paper consists of 8 pages and an addendum of 2 pages.

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 only BLACK or BLUE ink.
 5. Leave at least THREE lines open between questions.
 6. Start each question with a new topic on a NEW page.
 7. Write neatly and legibly.
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Carefully read the article, HOW TO BEAT UNHAPPINESS IN THE WORKPLACE, on the ADDENDUM (attached) and answer the questions. 😊

QUESTION 1: MOTIVATION

An *Ipsos* and *Reuters* study found that more than half of South Africa's working population do not take their annual leave. Danish people on the other hand are encouraged to take time off and employees are provided with five weeks paid leave a year.

- 1.1 Companies have different ways of dealing with employees. Some companies are more task-oriented and some are more employee-oriented. These are often reflected in the policy of the company.
- 1.1.1 Define *policy*. (2)
- 1.1.2 In a policy a great degree of trust exists, but management remains in control with the right to veto any suggestions.
- Which management policy supports the Danish way of looking at the workplace in supporting the view that employees are encouraged to participate, discuss ideas and make practical decisions? (1)
- 1.2 'Nurture employees who have outgrown their current positions. Promote them or assign them to projects they like.'
- 😊 1.2.1 Friedrich Herzberg's Two-Factor theory explains that two factors influence job satisfaction.
- What are these TWO factors?
- 1.2.2 Of the two factors you mentioned in QUESTION 1.2.1, which ONE factor best suits the statement in QUESTION 1.2? (2 × 2) (4)
- 1.3 Countless studies have found that the more room employees are given to grow, the better they perform and the happier they are at work.
- 1.3.1 If all needs are satisfied in the workplace, it will lead to a happy and satisfied employee.
- 😊 State THREE things that the employee and organisation will experience once an employee is satisfied. (3)
- 1.3.2 The opposite can also happen in the workplace where an employee is unhappy and experiences a blockage of needs. Employees can then behave irrationally in finding ways to cope.
- Name and explain THREE irrational coping behaviours. (3 × 2) (6)

1.4 Choose the correct option from those given in brackets. Write only the word(s) next to the question number (1.4.1–1.4.4) in the ANSWER BOOK. 😊

1.4.1 As a (reward/payoff), an employee's salary or wages should at least be sufficient to satisfy his/her basic needs and those of his/her family.

1.4.2 (Rationalisation/Compensation) involves setting an alternate goal for oneself if the original goal proves to be unattainable.

1.4.3 The needs on the four lower levels, according to Maslow, are also known as the (deficiency/growth) needs.

😊 1.4.4 An individual's degree of motivation depends on his/her (need for self-esteem/ability to focus).

(4 × 1)

(4)
[20]

QUESTION 2: PROBLEM SOLVING AND DECISION MAKING

2.1 What is the problem that the writer, Thandi Skade, identifies in her article? Quote from the article to substantiate your answer. (2)

2.2 Last month, findings of research that explored international happiness in the workplace were released. It was found that Denmark is the country with the happiest people in the world.

What are the THREE main things that South Africans can learn from the Danish, according to the article? (3)

2.3 'South Africans experience abnormally high levels of stress in the workplace compared to the rest of the world.'

2.3.1 Often, before a problem is identified, there are indications that a problem exists.



Name FOUR indications, according to theorists, that will show management that a problem exists in the workplace. (4)

2.3.2 Name THREE symptoms, according to the article, which indicate that there is a problem in the workplace in South Africa? (3)

2.4 The University of the Free State indicated that South Africans experience abnormally high levels of stress in the workplace compared to the rest of the world.

Why is it important to formulate the exact problem in writing? (2)

2.5 It is obvious that the Danish have implemented a series of decisions that were highly successful.



What is a decision called that leads to highly favourable results?

(1)
[15]

QUESTION 3: COPING WITH CONFLICT

3.1 Tabulate the differences between *functional conflict* and *dysfunctional conflict*.
(2 × 3) (6)

3.2 When conflict takes place in an organisation, some positive results can sometimes result from that.

Name FOUR potential benefits to be gained from conflict situations. (4 × 1) (4)

3.3 The following definitions describe ways to cope with conflict. Give ONE word/term for each of the following definitions. Write only the word/term next to the question number (3.3.1–3.3.5) in the ANSWER BOOK.

3.3.1 Interpersonal behaviour for the sake of harmonious relationships rather than one's own benefit

3.3.2 Manage to suppress differences to achieve a more important common goal

3.3.3 A problem is deliberately ignored

3.3.4 Partly satisfying the requirements of each of the parties concerned

3.3.5 An attempt to find a solution beneficial to all parties
(5 × 1) (5)

3.4 Give a word/term/short description for each of the following types of conflict. Write only the answer next to the question number (3.4.1–3.4.5) in the ANSWER BOOK.

3.4.1 'The rand drops to a new low', 'The International Monetary Fund slashes the global growth outlook', 'A mining group fires 5 000'.

3.4.2 The Free State University has won a stipend to research reasons for the unhappiness of workers in the workplace. The University of Stellenbosch is disappointed they did not win it.

3.4.3 He is suffering from psychological problems such as depression, irritability and anxiety.

3.4.4 The employer does not want to promote the employee.

- 3.4.5 She does not want to be promoted and is happy with doing the minimum. Her colleague is driven and is often upset by her lack of dedication. 😊 (5 × 1) (5)
- 3.5 Give a word/term for each of the following reasons for conflict in the workplace. Write only the word/term next to the question number (3.5.1–3.5.4) in the ANSWER BOOK.
- 3.5.1 The supervisor (62), who started as a young 16-year-old working at the organisation, is feeling that the young graduate (22) is too young and inexperienced to take over from him when he retires.
- 3.5.2 As an Egyptian worker, he is feeling that the executive director is not giving him enough time to learn English at work.
- 3.5.3 Her desk is always neat and tidy. She struggles to share her office with a colleague who has papers all over his table and yesterday's lunch on the floor.
- 😊 3.5.4 Ms Eriksson cannot understand why people cannot see how an unstable economy is causing stress. She wants to publish a paper on the issue, however, her colleague feels that it is a waste of time and they should rather concentrate on psychological sessions with workers. (4 × 1) (4)
- 3.6 State FOUR reasons why a grievance procedure is essential. (4)
- 3.7 Name TWO formal mechanisms to solve conflict in the workplace. (2)
- [30]**

QUESTION 4: COPING WITH STRESS

- 4.1 It is clear from the article that workers in South Africa are experiencing a lot of stress. 😊 State FIVE ways to cope with stress in general. (5)
- 4.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (4.2.1–4.2.3) in the ANSWER BOOK.
- 4.2.1 Eustress is beneficial to the person who experiences it.
- 4.2.2 To listen with empathy means to concentrate on how you, as the person asking the questions, feel.
- 4.2.3 Solving interpersonal conflict is to do whatever you can to take direct action to solve a problem. (3 × 1) (3)

4.3 What does it mean to practise diplomatic confrontation? (2)

4.4 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–J) next to the question number (4.4.1–4.4.10) in the ANSWER BOOK. 😊



COLUMN A		COLUMN B	
4.4.1	This could originate from an individual's obsession with perfection	A	warning phase
4.4.2	When stress is overwhelming and the victim is unable to cope with it, he/she enters this stage of stress	B	emotional stress
4.4.3	A stress that is shown by the flow of adrenalin to show the body that there is a problem	C	behavioural
4.4.4	Neuroses, depression and aggression are all part of the negative group of stress	D	role ambiguity
4.4.5	Alcohol abuse, smoking, nail biting and insomnia are all part of this type of pattern	E	job underload
4.4.6	When stress has been experienced for some time	F	obsessions
4.4.7	Repetitive and boring work often causes the employee to experience stress and frustration	G	relaxed
4.4.8	This occurs when one is uncertain of the scope of one's authority and one's true job responsibilities	H	stressed
4.4.9	A characteristic of Type A personality	I	exhaustion stage
4.4.10	A characteristic of Type B personality	J	resistance stage



(10 × 1)

(10)
[20]

QUESTION 5: INTERVIEWS

- 5.1 It is important to appoint the correct employees in the workplace. Not doing so, can be detrimental to the functioning of the organisation. 😊
- 5.1.1 Only state if the statement in QUESTION 5.1 is TRUE or FALSE. (1)
- 5.1.2 Explain your answer in QUESTION 5.1.1 by stating TWO objectives of the employer during an employment interview. (2)
- 5.2 Each scenario below demonstrates a barrier that an applicant may experience during an employment interview. Give a word/term for each of the following barriers. Write only the word/term next to the question number (5.2.1–5.2.4) in the ANSWER BOOK.
- 5.2.1 The applicant (interviewee) struggles to understand the questions asked.
- 5.2.2 During the interview, the gardener started cutting the lawn outside.
- 😊 5.2.3 After being asked a serious question, the applicant started giggling.
- 5.2.4 It was obvious to the interviewer that the interviewee, who was in a wheelchair, could not move freely around the building. (4 × 1) (4)
- 5.3 Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (5.3.1–5.3.3) in the ANSWER BOOK.
- 5.3.1 In a (structured/sequential) interview, carefully planned questions with predetermined preferred answers help in the evaluation after the interview. 😊
- 5.3.2 During the (question-and-answer/warm-up) phase of an interview, the interviewer talked about the weather and whether the interviewee travelled safely to the interview venue.
- 5.3.3 The question: 'When did you get your diploma?' is a (closed/specific) type of question. (3 × 1) (3)
- 5.4 Name THREE types of radio- and television interviews. 😊 (3)
- 5.5 What is the biggest difference between *radio* and *television* interviews? (2)
- [15]**
- TOTAL: 100**

ADDENDUM

HOW TO BEAT UNHAPPINESS IN THE WORKPLACE

By Thandi Skade, destinyconnect.com | 25 April 2016

RESEARCH conducted by The People Element consultancy found that SA loses as much as R3 billion a year to workplace stress, low productivity, absenteeism, burnout and other stress-related issues.

Further local research, such as a study conducted by the University of the Free State industrial psychologist Professor Eben van Zyl, indicates that South Africans experience abnormally high levels of stress in the workplace compared to the rest of the world.

Vicky Erikkson, a social linguist at The People Element, says domestic issues such as the weakness of the rand and the economy, high unemployment rates, political turmoil and the very real possibility of new credit downgrades are just some of the factors driving workplace stress in South Africa.

'Look at the headlines: 'The rand drops to a new low', 'The International Monetary Fund slashes the global growth outlook', 'A mining group fires 5 000', she says. 'Few people who read those headlines don't experience anxiety and in the workplace it causes overstressed bosses to push already overworked employees, who, although frightened by their job prospects, are exhausted and so become irritable. This creates a lose-lose situation for everyone.'

Last month, findings of research that explored international happiness in the workplace, were released. It was found that Denmark is the country with the happiest people in the world.

Here are three things you can learn from the Danish:

TAKE TIME OFF – AND MAKE IT MANDATORY

An Ipsos and Reuters study found that more than half of South Africa's working population do not take their annual leave. Danish people on the other hand are encouraged to take time off and employees are provided with five weeks paid leave a year.

'Chronic stress takes its toll on the body and affects its ability to resist infection, maintain vital functions, develop a healthy sleeping pattern and even digest food', Dr Jacques Snyman was quoted in an IOL report. 'This is in addition to psychological problems such as depression, irritability and anxiety caused by chronic stress.'

'Taking regular breaks and spending a few days or weeks away from work is one of the best ways to reduce stress.'

ADDENDUM (continued)

INCREASE OPPORTUNITIES FOR ADVANCEMENT

Luis Gallardo, CEO of strategic consultancy, Thinking Heads, says feeling like you're stuck in a job is one of the greatest factors contributing to employee dissatisfaction and workplace stress.

'One way Denmark combats job-lock is by offering unemployed individuals 90% of their former salary for two years if they are fired when voicing concerns. This empowers Danish employees to speak up about roles they're in that they're dissatisfied with. It encourages these employees by placing them in roles in which they'll thrive,' he said.

'Nurture employees who have outgrown their current positions. Promote them or assign them to projects they like.'

GIVE YOUR EMPLOYEES MORE AUTONOMY IN THEIR JOBS

The international happiness study found that one of the biggest drivers of employee satisfaction in Denmark is greater freedom and autonomy. Countless studies have found that the more room employees are given to grow, the better they perform and the happier they are at work.

Human psychology dictates that people enjoy being given the reins to take control of assignments or tasks – it gives them a greater purpose in their job. So the bottom line is: stop micromanaging employees.