higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

JUNE EXAMINATION

PUBLIC ADMINISTRATION N6

13 JUNE 2016

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1

1.1.1	True	
1.1.2	False	
1.1.3	False	
1.1.4	True	
1.1.5	True	
1.1.6	True	
1.1.7	True	
1.1.8	False	
1.1.9	True	
1.1.10	True	
		(10 × 2) (20)

1.2
- Eliminate waste in man hours
- Make flow of work quicker and more efficient
- Increase productivity (3 × 2) (6)

1.3
- Process charts
- Work process charts
- Flow process charts
- Flow diagram
- String model
- Man machine charts
- SIMO (7 × 2) (14)

[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1 Factors which impede the revision of procedures

- It is natural for people to stick to familiar way of doing things.
- People are afraid of the unknown.
- The best results will be achieved if improvement are brought about on the initiative of the official concerned.
- Resistance to change is complicated because officials cannot be threatened with dismissals.
- An official who has a negative attitude towards change will regard every suggestion as a threat.
- Changes should be made and implemented only after all steps have been taken to make changes acceptable to officials.
- The person implementing change must be connected to the department.
- If officials are involved in party politics they may appeal to politicians to intervene.
- Expensiveness of equipment might inhibit change as technology is needed to help implement change.
- Line staff might resist change brought about by "special" staff or advisers.
- Politicians in power may refuse to amend policies and leave officials powerless to make changes. (20)

2.2 2.2.1 Accountability by legislature

- Section 87 of the Constitution provides for impeachment and removal from office of president and deputy president who performs unsatisfactory.
- Section 92 provided for ministers to be accountable individually and collectively to president and parliament.
- Section 146(2) provided for impeachment and removal of office of provincial premiers.
- Section 153 provides that members of executive council of each province will be accountable individually and collectively to the premier and to the provincial legislature.
- The control functions of legislatures are inhibited because it became necessary to delegate judicial and legislative power to executive functions. (10)

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2.3 Relationship between central government and municipalities

- Local government and central government should maintain a co-operative rather than a competitive relationship.
- Parliament make laws which affect local government.
- Legislative authority is vested in parliament which ultimately controls all government activities
- Local authorities must have points of contact with central authorities.
- Parliament even concerns itself with matters which used to be the sole concerns of local government e.g. act on remuneration of town clerks. (10)

[40]

QUESTION 3

3.1 **Ability to plan**

- A manager must be able to read and anticipate the future.
- He must be able to decide matters with sound judgement.

The ability to organise

- Able to organise people as members of the team.
- Must have a thorough knowledge of human nature.

Ability to communicate

- Be able to give subordinates the necessary guidance.
- Be able to communicate his own views and opinions in a meaningful way.

Ability to inspire

- Must be able to care and portray an enthusiastic and hard working attitude.
- A manager who inspire fear would also get results, but then the performance of subordinates would be based on fear.

Ability to co-ordinate

Co-ordination is obtained by:

- Synchronising activities
- Balancing the workload
- Taking corrective actions to prevent the repetition of deviation
- Evaluating deviation of set standard

The ability to control

- A manager is expected to check on a continuous basis whether the activities of an organisational unit are still on course with aim. (16)

3.2

- Public should know what goods and services are available.
- Public can assist public institutions in performance of their functions.
- Public should know about purchases
- For the performance of their “watchdog” function.
- So that public can submit tenders. (10)

3.3 **Officials**

Officials should always be on the look for better procedures and methods

Supervisors and line managers

Should determine whether procedures and methods meet modern requirement.

Managing Directors

Should encourage officials to look for better and faster and more efficient procedures and methods.

Personnel officers

Should establish shortcomings and locate problems.

Clients

Should give suggestions which must not be ignored. (14)

[40]

QUESTION 4

4.1 **Setting standards**

- Results to be measured against standards e.g. qualitative and quantitative
- Standards must be accepted by everyone
- Be realised with a given time limit
- Suit the abilities of employees

Measuring performance against standards

- Instruments used are written reports, inspection, auditing, statistical reports and keeping of daily files

Evaluating deviation from standard performance

- Was the standard exceeded
- Was the standard equalled
- Was the standard not equalled

Taking steps to rectify the matter

- Adjusting standards
- Correcting shortcomings which caused deviation in performance
- Get the approval of staff when matters are rectified (16)

4.2 **Generic administrative functions**

- Policy making
- Organising
- Staffing
- Control
- Work methods
- Financing (12)

4.3 **Conformism**

- A manager acts strictly according to the law and its regulations
- No deviations are tolerated.
- E.g. revenue offices, magistrate's offices and police stations.

Determinism

- A manager believes that the fate of people under his command is pre-determined.
- He acts automatically and does not consider other people's views.
- The manager must lead his sub-ordinates to new heights.
- He usually has the inner conviction that what is doing is correct and in the interest of his subordinates

Dialecticism

- A manager believes in continuous discussion between himself and his subordinates.
- A manager undertake consultative process (12)

[40]

QUESTION 5

5.1

- There must be an appropriate infrastructure.
- Building with relevant equipment must be provided for provision of services.
- Airfields are required for defence services.
- There should be provision
- Telecommunication must be provided.
- Maintenance of infrastructure requires a great deal of money.
- Department of public works must provide buildings for various departments. (10)

5.2 **Relationship between local government and provincial government**

- National and provincial must strengthen the capacity of municipalities.
- If any national or provisional bill affects the status of functions of local government, it must be published for public comment.
- Municipalities may administer by-laws.
- By-laws must not contravene the provincial and national laws.
- National and provincial government must delegate to a municipality any matters which can be administered effectively in local government.
- A municipality has power concerning a matter reasonably necessary for the effective performance of its functions.
- Provincial government may intervene if municipality is incapable of executing its function.
- The premier has a great deal of influence over local government. (10)

5.3 5.3.1 **Writing**

- Illiterate people no longer have job opportunities in the public sector.
- Labourers may be required to keep simple records.
- Every functional field will have its own technical language and terminology.
- The higher functionary is placed in the hierarchy, the greater his skills and writing abilities will have to be.
- Officials who perform generic functions have to spend most of their working hours writing.
- Reports must be pricey prepared and written. (12)

5.3.2 **Conducting meeting**

- There will always have to be meetings in public sector institutions
- Every supervisor will have to serve as a member of a board
- Supervisors must know how to conduct themselves in meetings
- Supervisors serves as chairpersons of meetings (4)

5.3.3 **Negotiating**

- Supervisors will often negotiate with interest groups and subordinates
- Supervisors must be trained and developed in the performance of negotiating activities. (4)

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TOTAL SECTION B: 160
GRAND TOTAL: 200

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