



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
PUBLIC ADMINISTRATION N6
28 MAY 2013**

This marking guideline consists of 7 pages.

SECTION A**QUESTION 1**

- 1.1
- Officials
 - Supervisors
 - Line managers
 - Executive directors
 - Personnel officers
 - Accountants
 - Clients
- (Any 5 × 1) (5)
- 1.2
- Written reports
 - Inspection and investigation
 - Auditing
 - Cost accounting
 - Cost analysis
- (5)
- 1.3
- Council for Scientific and Industrial Research
 - Human Science Research Council
 - Universities and technikons
- (3)
- 1.4
- Public should know what goods and services are available.
 - Can assist public institution in the performance of their functions.
 - Public act like watchdogs.
 - Should be informed about any purchases.
 - Should be informed about tenders.
- (5 × 2) (10)
- 1.5
- Correctional function
 - Justice function
 - Police function
- (3)
- 1.6
- Ideologies of political parties
 - Physical characteristics of the state
 - Social conditions
 - International political development
- (4)
- 1.7
- 1.7.1 False
- 1.7.2 False
- 1.7.3 False
- 1.7.4 False
- 1.7.5 True

1.7.6	True		
1.7.7	True		
1.7.8	True		
1.7.9	True		
1.7.10	False	(10 x 1)	(10) [40]

SECTION B**QUESTION 2**

- 2.1 2.1.1 • 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.✓ (10 x 1) (10)
- 2.1.2 • People are usually interested in reports by public media e.g. radio, tv, newspapers.
 • Reports on irregular conduct are usually broadcast with great prominence so that it is impossible to miss them.
 • Must report objectively. (Any 2 x 2) (4)
- 2.2 • Policy making
 • Organising
 • Staffing
 • Control
 • Work methods
 • Financing (6)

- 2.3
- To prevent having too many work procedures.
 - To ensure that the objective is always to reach the goal.
 - To make sure work assignments are clear and understandable.
 - To make sure that work is done effectively and efficiently
 - Staff can be made aware of new work procedure.
 - There is a uniform action in situation where more than one institution is involved.
 - Work procedures will be examined and revised if and when necessary in an orderly manner.
 - Instructions are provided in how to delegate authority.
 - Codes and training manuals are essential to ensure that all new personnel receive appropriate training.
 - Authoritative codes are provided for local and other work places.
 - It explain policy and work procedures so that staff understand what is expected of them.
- (10 × 2) (20)
[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 induce 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 towards their aim. (16)
- 3.2
- Provincial government must support and strengthen the capacity of municipalities.
 - If any provincial bill affect powers of local government, it must be published for public comments.
 - A municipality may make and administer by-laws.
 - If there is a conflict between a by-law and provincial legislation the by-law is invalid.
 - A municipality has the right to exercise authority concerning a matter of its functions.
 - If a municipality cannot fulfil an executive obligation the provincial executive must intervene.
 - The premier of the province has a certain amount of influence over local government.
 - The premier's approval is often required. (7 × 2) (14)
- 3.3
- Give legal advice to state departments✓
 - Assist officials with drafting of bills.✓
 - Assist with passage of bills through parliament.✓
 - Give advice to state departments on the interpretation of laws✓✓
 - Defend officials of state departments and provincial administration in criminal✓ courts on charges arising from the performance of their official duties.✓
 - Local authorities for cities and large towns can appoint their own law advisers.✓✓
 - Advice provincial government with passing of provincial bills.✓
- (10)
[40]

QUESTION 4

- 4.1 4.1.1
- Suitable furniture and equipment must be provided
 - Materials must be acquired efficiently
 - Material must be protected against damage
 - Officials should have appropriate education and training✓✓
 - Must be kept clean (6 × 2) (12)
- 4.1.2
- There should be a proper procedure to ensure that uniforms and clothing are acquired, stores, issued and used properly
 - Some public officials are provided with uniforms e.g. police, health and prison. (3 × 2) (6)

- | | | | | |
|-----|-------|--|---------|------|
| 4.2 | 4.2.1 | <ul style="list-style-type: none"> ● Provision of health services ● Building of hospitals and clinics ● Training of doctors and medical staff | (3 x 2) | (6) |
| | 4.2.2 | <ul style="list-style-type: none"> ● The state has to provide educational services to the population. ● Schools, colleges and universities are well known state institutions to the community. ● State must make sure of the following: <ul style="list-style-type: none"> ○ Provision of schools and university buildings ○ Building of libraries ○ The staffing of schools and universities ○ Appropriate trained and educated personnel are certainly required. | | (6) |
| 4.3 | | <ul style="list-style-type: none"> ● If province does not fulfil its tasks the central government must intervene. ● This may be necessary to maintain standards ● The notice of intervention must be tabled within 14 days ● Intervention may be approved by NCOP ● Steps must be followed | (5 x 2) | (10) |
- [40]**

QUESTION 5

- 5.1

 - Public institutions are established in order to meet the needs and demands of the community.
 - Public funds must be kept in trust until they are spent for specific purposes.
 - Man is exposed to many temptations.
 - Control must be exercised over action to ensure its legitimacy and legality.
 - The state seeks order, welfare and peace as a means of attaining the aim of the state.

(5 × 2) (10)

5.2

 - **Conformism**✓✓
 - A manager acts strictly according to the law and its regulations✓✓
 - No deviations are tolerated.✓
 - **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.✓
 - **Dialecticism**✓✓
 - A manager believes in continuous discussion between himself and his subordinates.✓✓
 - A manager takes the role of a consultant✓

(14 × 1) (14)

5.3

- 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 improvements 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.
- Cost 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.✓✓

(16 × 1)

(16)
[40]**GRAND TOTAL : 200**