higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

THEORY OF POLICING PRACTICES
NQF LEVEL 3

27 November 2023

This marking guideline consists of 18 pages.

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SECTION A

QUESTION 1

1.1 A
1.2 C
1.3 B
1.4 D
1.5 A

(5 × 1) **[5]**

QUESTION 2

2.1 False
2.2 True
2.3 True
2.4 False
2.5 True

(5 × 1) **[5]**

QUESTION 3

3.1 I
3.2 F
3.3 J
3.4 B
3.5 H
3.6 C
3.7 G
3.8 E
3.9 M
3.10 L

(10 × 1) **[10]**

QUESTION 4

4.1 Nutrition
4.2 Unhealthy
4.3 Malnutrition
4.4 Do not have
4.5 Obesity

(5 × 1) **[5]**

TOTAL SECTION A: 25

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SECTION B

QUESTION 5

5.1 Police discretion

It refers to the freedom or the authority of the police to make decisions while performing their duties.✓ Generally, it means that the police, in a given situation, can choose:✓

- To act,✓ or not to act.✓
- What kind of action to take.✓
- To decide to arrest✓ or not to arrest.✓

There are many situations in which discretion must be used.✓ For this reason, police discretion is sometimes referred to as 'selective law enforcement'.✓ It is an important topic, as it may affect the quality of life of citizens.✓

Discretion is the judgement of a police official in a specific situation.✓ In a democracy, discretion is usually encouraged.✓ However, the abuse of discretion is not allowed.✓ In a democracy, discretion does not mean 'do as I want'.✓ Police discretion in a democracy is always bound by rules,✓ such as the law, police policy or community acceptance.✓

(Any THREE of the above) (3 × 1) (3)

5.2 Principle of police accountability

While the police possess power, they are accountable to the community for their actions.✓

In general we may say that the police:

1. Are answerable to the law (the police may not be above the law.)✓
2. Are responsible for the safety and security of all people in South Africa.✓
3. Can be expected to give an account of their policies and actions to those who have a legitimate interest in these.✓

(Any THREE of the above) (3 × 1) (3)

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5.3 Perception of imbalance between criminal liberty and victims' rights

Criminal liberty is a perception that communities in a democracy often have, in that they perceive that the offender's rights are protected more than those of the victim.✓ However, the offender in a democracy is only guilty of something once it is proven.✓ Before that, the offender is regarded as not guilty.✓ Objectively, a police official in uniform is exactly that: a police official in uniform. Subjectively, people may perceive police officials as the government's arm of suppression of the local community✓ or as people who take money from an accused to make the case docket disappear.✓

The police's actions come under public scrutiny when they work with offenders.✓ In a democracy, we are all responsible for equal and humane treatment of all members of the community, even the offenders.✓ Accordingly, the police must ensure that they treat offenders correctly in terms of the law to avoid any legal action being taken against them or a case being thrown out of court because of irregular procedures.✓

Although there are numerous international documents that cover the rights of suspects and accused persons, there is only one document that protects the rights of the victims.✓ The United Nations Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, the 'Victims Declaration', is the only document offering guidance to member states, regarding the protection of victims' rights.✓

The Victims Declaration contains the following definition of victims of crime:

'Victims of crime are persons who, individually or collectively, have suffered harm,✓ including physical or mental injury, emotional suffering,✓ economic loss✓ or substantial impairment of their fundamental rights,✓ through acts or omissions that are in violation of criminal laws operative within Member States,✓ including those laws prescribing criminal abuse of power.'✓

(Any THREE of the above) (3 × 1) (3)

5.4 Corruption in the policing context.

'Police corruption is any illegal conduct or misconduct involving the use of occupational power for personal, group or organisational gain.' (Sayed and Bruce, 1998)✓

To be considered corrupt, an act must have the following characteristics:

1. It must be a violation of South African criminal or civil law✓ or qualify as misconduct under the SAPS, Military Police Division, Metro Police Agency or Traffic Officer Regulations.✓
2. It must use either the legal or organisational powers of the police.✓
3. When a person commits a corrupt act, he/she uses some form of power, knowledge, access, credibility or other means available to an officer, because he/she is a member of the police service.✓
4. The act must be motivated by the desire to achieve some identifiable personal, group or organisational benefit or reward.✓

(Any THREE of the above) (3 × 1) (3)

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5.5 Outcomes-based education, training and development applied on police training.

• Outcomes-based education, training and development (OBETD) is a learner-centred learning philosophy that focuses on measuring learner performance against outcomes.✓	Police officials have to apply the law, e.g. to make an arrest, detain a person, etc.✓ (Any police activity can be provided)
• The teacher/lecturer/educator trainer is a facilitator of learning and a people developer.✓	Trainers at the SAPS Colleges/ Academies are trained and assessed as competent.✓ They develop police officials to handle all types of crime scene. ✓
• OBETD is different from traditional ETD, which focuses primarily on the resources available to the learner.✓	Police officials are trained to use available resources and in the absence thereof, to improvise.✓
• OBETD requires of learners to demonstrate that they have achieved the required outcomes✓ (demonstrating competence, as knowledge, skills and attitude equal competence).✓	Police officials are declared competent on knowledge, skills and attitudes✓, which may then be applied effectively in all situations. ✓

(Any FOUR of the above) (4 × 1) (4)
[16]

QUESTION 6

6.1 Intermediate stretching develops flexibility. This leads to greater range of movements in joints.✓ Police officials also need to have body awareness e.g. not to gain excess weight or muscle.✓ They also need to stretch their minds✓ and do dynamic stretching.✓ Police officials have to keep opposing forces in mind during stretches✓ as it helps with self-defence if needed.✓

(Any TWO of the above) (2 × 1) (2)

6.2

COVERT WORK INCLUDES THE FOLLOWING	ACCORDING TO THE SCENARIO
• Sting operations, where a situation is set up✓	Done in scenario.✓
• An attempt to deter crime or catch suspected criminals.✓	Planned in the scenario.✓
• Infiltration of an organised crime group✓ e.g. when a police officer poses as a criminal to find information about a gang.✓	Police surprised the suspects.✓ Multidisciplinary groups were involved.✓

(Any FOUR of the above) (4 × 1) (4)

6.3 Coordination

Yes. ✓

All the different departments worked together to accomplish the goals of the organisation.✓ If the different units in the organisation only followed their own heads of unit✓ they would have acted as entities on their own, harming the goals that the organisation wanted to achieve.✓ Teamwork always achieves greater results.✓ In the scenario provided, the different departments had to focus on their own purpose as a part of the whole operation to assist the common goal of curbing illegal mining activities.✓

(Any TWO of the above) (2 × 1) (2)

6.4

TACTICAL LEADERSHIP SKILLS	APPLICATION TO THE SCENARIO
These skills entail, among others, the following:	
1. Effective communication✓	1. The acting Provincial Commissioner probably communicated with all role players✓ (SAPS components, the Namakwa District office, units, police stations and DPCI assisted by the Department of Home Affairs, the Police Secretariat, State Security Agency, the Department of Minerals, two helicopters and a fixed-wing Porter aircraft).✓
2. Coaching of team members to ensure success✓	2. The acting Provincial Commissioner probably coached all role players✓ (SAPS components, the Namakwa District office, units, police stations and DPCI assisted by the Department of Home Affairs, the Police Secretariat, State Security Agency, the Department of Minerals, two helicopters and the fixed-wing Porter aircraft).✓
3. Creating an environment that respects and encourages people's ideas and contributions✓	3. The acting Provincial Commissioner probably created an environment that respected and encouraged people's ideas and contributions✓ – therefore, the equipment of R3 500 000 was seized, large number of arrests made, land and air personnel managed.✓

(Any TWO of the above) (2 × 1) (2)

6.5 The body cannot produce essential nutrients,✓ or in quantities that are enough to meet the needs of the body,✓ therefore the diet should provide these nutrients✓ (carbohydrates, proteins, fats, minerals and vitamins).✓

Without nutrition a person will die.✓ People, animals and plants all need nutrition to survive.✓ The body needs sufficient nutrients for essential functions on the level of the cells and organs.✓ The body breaks down the (2)

nutrients that are taken in✓ and uses them to build and repair cells and tissues.✓ This is called metabolism.✓ Nutrients are needed for a functional metabolism.✓ (Any TWO of the above) (2 × 1)

6.6 The officials in the scenario had to carry heavy equipment after seizing it✓ and most probably had to run after the suspects.✓ The surface on the photos shows a rough terrain.✓ The suspects may have resisted arrest✓ and force may have been applied.✓ Overall, the job-related battery fitness test would have played a role: it supports the building and maintenance of cardio-respiratory muscle power and flexibility competence. ✓

(Any TWO of the above) (2 × 1) (2)

[14]

TOTAL SECTION B: 30

SECTION C

QUESTION 7

7.1 **<u>Notes to the assessor</u>: The learners had to discuss the use of force and relate it to the provided scenario. Any FIVE of the following facts :**

<u>The use of force</u>

The circumstances of a situation determine whether force (and how much force) is needed.✓ In the scenario provided the mob was angry and stoned the victims to death and burnt what a vehicle that possibly belonged to the victims. They also attacked the police and damage their vehicles.✓ It appeared to be a desperate situation that could lead to shooting or killing people. It was unsafe for the police officials.✓ The force used has to be proportional to the situation and it is determined by each situation. Police officials can predict that at the crime scene.✓

The use of force by the police must formally be given approval.✓ As a result, if the law does not sanction the force used by the police, that use of force is unlawful.✓ Therefore it is possible for police officials to break the law.✓

Police officials are not allowed to use force if they can solve the situation without it,✓ for example the police should not use guns if they are arresting a person who is unarmed, for shoplifting.✓ That person cannot shoot at the police and all that is needed is to handcuff the person.✓

The police must always show that the amount of force used was just enough to achieve the objective.✓ The degree of force used by the police must be directly related to the degree of force used against the police.✓ It is often necessary for the police to use force, but they must not use it if it is not needed.✓ The public should know that the police are able to use force if needed as a way to enforce the law.✓ (Any 5 × 1) (5)

7.2 **<u>Notes to the assessor</u>: The learner has to discuss the aspect of the Code of Conduct and relate it to the provided scenario. Any FIVE of the following:**

<u>South African Police Service Code of Conduct</u>.

The members of the South African Police Service commit themselves to the creation of a safe and secure environment for all people in South Africa by:	
ACTION OF CODE OF CONDUCT	**SCENARIO APPLICATION**
• participating in endeavors aimed at addressing the causes of crime	The police were alerted about the incident at about 09:00 and they rushed to the scene.✓ 'Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe.✓
• preventing all acts which may threaten the safety or security of any community	Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called. ✓
• investigating criminal conduct which endangers the safety or security of the community and bringing the perpetrators to justice	I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting them down and bringing them to book.✓ 'Communities are urged to inform the police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe.✓
In carrying out this commitment, we shall at all times:	
ACTION OF CODE OF CONDUCT	**SCENARIO APPLICATION**
• take into account the needs of the community	The Police were alerted about the incident at about 09h00 and rushed to the scene.✓ Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe✓ The acts of damaging police motor vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will

	face the full might of the law.' said Lieutenant General Hadebe.✓

• recognise the need of the South African Police Service as the employer	'Communities are urged to inform the police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe✓ 'The acts of damaging police motor vehicles will put more strain on our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.' said Lieutenant General Hadebe.✓
• cooperate with all interested parties in the community and the government at every level	Reinforcements were also summoned✓ and the situation was then controlled.✓ The paramedics were called✓

• uphold the Constitution and the law	The police were alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ 'Communities are urged to inform the police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe.✓ Preliminary investigations indicated that the two victims were found transporting a goat and were accused of stealing livestock in the area.✓ 'I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting them down and bringing them to book.'✓ Communities are urged to inform the police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe.✓ 'The acts of damaging police vehicles will put more strain on our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.' said Lieutenant General Hadebe.✓

In order to achieve a safe and secure environment for all the people of South Africa we undertake to:	
ACTION OF CODE OF CONDUCT	**SCENARIO APPLICATION**
• act with integrity in rendering an effective service of a high standard which is accessible to everybody, and continuously strive towards improving this service	The police was alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓

• utilise all available resources responsibly, efficiently, cost-effectively and optimally	The police was alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were also summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ 'Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands', said Lieutenant General Hadebe.✓ 'The acts of damaging police vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.' said Lieutenant General Hadebe.✓
• develop our skills and contribute towards the development of our colleagues to ensure equal opportunities for all	Lieutenant General Hadebe displayed leadership to all police officials by saying that he strongly warns perpetrators of those gruesome murders that the police will be relentless in hunting them down and bringing them to book.✓ 'Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands'.✓ 'The acts of damaging police vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.'✓

• contribute to the reconstruction and development of, and reconciliation in our country; uphold and protect the fundamental rights of every person	The police was alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ Lieutenant General Hadebe displayed leadership to all police officials by saying: 'I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting

	them down and bringing them to book.✓ 'Communities are urged to inform the police if they have information on crime and desist from taking the law into their own hands.'✓ 'The acts of damaging police vehicles will put more strain on our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.'✓

• act in a manner that is impartial, courteous, honest, respectful, transparent and accountable	The police were alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ Lieutenant General Hadebe displayed leadership to all police officials by saying: 'I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting them down and bringing them to book.✓ Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands'.✓ 'The acts of damaging police motor vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.'✓

• exercise the powers conferred upon us in a responsible and controlled manner	The police were alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ Lieutenant General Hadebe displayed leadership to all police officials by saying: 'I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting them down and bringing them to book.✓ Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands'.✓ 'The acts of damaging police motor vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.'✓
• work towards preventing any form of corruption and to bring perpetrators thereof to justice	The police were alerted about the incident at about 09:00 and rushed to the scene.✓ Reinforcements were summoned✓ and the situation was then controlled.✓ The paramedics were called.✓ Lieutenant General Hadebe displayed leadership to all police officials by saying: 'I strongly warn perpetrators of these gruesome murders that the police will be relentless in hunting them down and bringing them to book.✓ Communities are urged to inform the Police if they have information on crime and desist from taking the law into their own hands'.✓ 'The acts of damaging police motor vehicles will put more strain to our limited resources that are destined to provide service to the community. Whoever is responsible, will face the full might of the law.'✓

(Any 5 × 1) (5)

7.3 7.3.1
- Police officials will gain confidence as they are guided through the actual job that they will eventually do without guidance.✓
- Police officials are productive, as they are actually working while being trained.✓
- On-the-job training is cost-effective, as no extra expenses are involved.✓
- Police officials are performing on the desired level of the organisation.✓ (Any 3 × 1) (3)

7.3.2
- The on-the-job trainer must be trained as such.✓ If not, training will not achieve the proper standards.✓
- Pressures of daily work may have an impact on the time spent for on-the-job training.✓
- The quality of training may not be on the desired level.✓
- Training provided to the trainer who must train officials, may not necessarily eliminate possible bad training habits on the side of the trainer.✓ (Any 2 × 1) (2)

7.4 The management function of control is visible in the reaction by the Provincial Commissioner, ✓as follows:
- Perpetrators are warned in an effort to control criminal behaviour (alleged criminals are addressed). ✓
- Murders are at the focus of the crime control efforts (crime is addressed). ✓
- The police are positioned as the authorized crime control agent. ✓
- Communities are urged to contribute to crime control by informing the police. ✓
- Communities are informed that they should not act in a lawless manner themselves. ✓
- Efforts are made to control damage to physical resources used to react on crime (the police vehicles). ✓
- Control efforts are aimed at service to the community (controlling service delivery efforts). ✓

(Any FIVE of the above) (5 × 1) (5)

7.5 Yes. ✓ A balanced diet and moderation are important.✓ If there are too much or too little of any of the essential nutrients, a person could become ill,✓ for example, if a person has too little calcium, the bones become soft and weak.✓ Too much calcium, could lead to kidney and heart problems.✓

(Any TWO of the above) (2 × 1) (2)

7.6
- It protects the body against tissue damage.✓
- It helps to prevent blood clots.✓
- It helps to build the immune system.✓ (3)

[25]

TOTAL SECTION C: 25

SECTION D

Candidates must answer any ONE of the two questions in SECTION D.

QUESTION 8

8.1 8.1.1 Community Policing.

Community policing is more a philosophy of policing than a clearly defined method of policing.✓

Peel's 'new police' emphasised:
- Policing by consent✓
- Local responsibility for policing✓
- Non-militarism in policing✓
- The fundamental rights of individuals✓

In South Africa the police are the instruments through which the community maintains social order.✓ This means that the police are involved in a partnership with the community✓ in which the police are the active partner and the community assumes the role of the passive partner.✓

Active partners are employed to perform tasks that are ultimately the responsibility of every citizen.✓

Passive partners should take primary responsibility for their own safety and have the secondary duty of supporting active partners.✓

Community policing is closely linked to the characteristics of the service style of policing.✓ The police must be part of the community and not distant from the community.✓ Community policing is mainly driven through Community Police Forums (CPFs) and through Sector Policing.✓

(Any FIVE of the above) (5 × 1) (5)

8.1 8.1.2 **Notes to the assessor: Marks are only allocated for the evaluation of the theory in the column on the right hand.**

Theory on Community Policing	Scenario used to evaluate whether service above everything else was rendered **(Allocate marks for this**

	column only)
Community policing is more a philosophy of policing than a clearly defined method of policing. Peel's "new police" emphasised: • Policing by consent. • Local responsibility for policing. • Non-militarism in policing. • The fundamental rights of individuals. In South Africa the police are the instruments through which the community maintains social order. This means that the police are involved in a partnership with the community in which the police are the active partner and the community assumes the role of the passive partner. Active partners are employed to perform tasks that are, ultimately, the responsibility of every citizen. Passive partners should take primary responsibility for their own safety and have the secondary duty of supporting active partners. Community policing is closely linked to the characteristics of the service style of policing. The police must be part of the community and not distant from the community. Community policing is mainly driven through Community Police Forums (CPFs) and through Sector Policing.	The police responded to the information as received from the community.✓ The local community took responsibility✓ and it implies that policing is done by consent.✓ The fundamental rights of own safety was exercised.✓ Social order was maintained by seizing the firearms and dagga.✓ The police responded to the information provided by the community.✓ The citizens took responsibility for their own safety.✓ The citizens took responsibility for their own safety.✓ The service was rendered to follow up on the information, illegal firearms were seized and arrests were made.✓ Community policing is not tolerant towards crime.✓

(Any FIVE of the above) (5 × 1) (5)

8.2 The word 'democracy' is often used without much thought.✓ People may say 'they live in a democracy'✓ or that they "have democratic rights'.✓

South Africa's democracy is found in the Constitution (1996), according to which democracy is:

1. A system of a representative government.✓
2. In order for representatives to be chosen, elections in a democracy are

free and held regularly.✓

3. All adult citizens have the right to vote in such elections✓ and the voter is protected against intimidation✓ because the ballot is secret.✓
4. All political parties are free to campaign in elections because the elections must offer voters an effective choice (that is, voters are not limited to a single party.)✓ It also means that political parties are free to campaign against the government in power.✓
5. When the elections produce a majority vote against the government in power, that government makes way for the majority party to take its place.✓
6. The elected body of representatives has the ultimate power to make laws.✓
7. Democracy is based on a belief in the value of individual human beings.✓ That is why equality of citizens is often seen as being at the heart of the democratic state.✓
8. Therefore, in a democratic state, every citizen is guaranteed certain basic rights.✓
9. These rights include security against arbitrary (inconsistent, dictatorial)✓ arrest and punishment, freedom of speech, freedom of association, religion and of teaching.✓
10. A democracy needs an independent judiciary to be established to implement the above processes.✓ Everyone needs to be able to access this judiciary.✓
11. The Bill of Rights is a 'daily living' document in a democracy✓ – it sets out how people should live their lives in a constitutional democracy.✓ To spread this kind of information, various publications on the democracy are widely available.✓
12. The Constitution is available from most government departments or the post office.✓ It can also be accessed online.✓

(Any TEN of the above) (10 × 1) (10)

[20]

OR

QUESTION 9

9.1 **<u>Notes to the assessor</u>:**

1. **The learner has to relate the explanation with the facts in the scenario provided.**
2. **Allocate a maximum of FIVE marks for the explanation of 'personal**

ethics' and a maximum of FIVE marks for the link with the scenario provided.

PERSONAL ETHICS	LINK WITH THE SCENARIO
The word 'ethos' has its origin in Greek which means the following:✓	
• Personal credibility.✓	• The police officers are credible and did what they had to do.✓
• The faith people have in your integrity and competency.✓	• They are competent.✓ • Their credibility builds faith in the people they serve.✓
• It is the trust that you inspire.✓	• They motivate the people around them to be honest.✓
• Personal ethics means the morals, values and beliefs of an individual.✓	• The morals and values of the police officers are truthfulness and faithfulness.✓
• It is a sense of self that is based on the person's upbringing and the instilling of principles according to which the individual lives his/her life.✓	• The sense of self is instilled in the police officers.✓ • They live with integrity and honesty.✓
• Some of these principles are to care deeply for other people, to exercise self-restraint and to be honest.✓	• The police officers care deeply for other people – they serve the community and government.✓ • The police officers are honest✓ and exercise restraint in the execution of their duties.✓
• Some people find their principles in their own religious experiences.✓ (Any 5 × 1)	• The police officers' principles may be found in their religion.✓ (Any 5 × 1)

(2 × 5) (10)

9.2 9.2.1 <u>McClelland's model of acquired needs</u>

McClelland's theory states that people will be motivated by achievement,✓ affiliation or power and that they will be motivated to work towards the satisfaction of that need.✓

The need for achievement covers the need to excel in the workplace.✓ (5)

- People driven by this need are motivated by non-routine, challenging tasks with clearly defined and attainable goals.✓
- They prefer fast and frequent feedback on their performance.✓
- They should continuously be exposed to increased responsibility in new types of work.✓
- The need for affiliation refers to the desire for friendly and close interpersonal relationships.✓
- These individuals will be motivated when they work in teams.✓
- They will also be motivated when they receive praise and recognition from their managers.✓
- They derive more satisfaction from working in a team with other people than from the work itself.✓
- People with a need for power prefer work where they will be in a position to direct the actions of other people.✓
- They prefer competitive and status-oriented situations. Research indicates that a high need for power may be a requirement for managerial effectiveness.✓ (Any FIVE of the above) (5 × 1)

9.2.2 Maslow's hierarchy of needs.

People will always want more and their needs depend on that which they already have.✓ A need that already has been satisfied is not a motivator.✓ Only unsatisfied needs can motivate people.✓

People's needs have an order of importance.✓ Once their most important and pressing need has been satisfied the next most important need will receive attention.✓

Higher order needs	Self-actualisation needs✓	Full development of potential✓
	Self-esteem ✓	Success ✓ Recognition by others ✓
	Social needs✓	Love ✓ Friendship ✓ Acceptance ✓
Lower order needs	Security needs✓	Job security,✓ medical aid,✓ pension schemes✓
	Psychological needs✓	Salary✓ and work conditions✓

(Any FIVE of the above) (5 × 1) (5)
[20]

TOTAL SECTION D: 20
GRAND TOTAL: 100

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