



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

JUNE EXAMINATION

PUBLIC ADMINISTRATION N6

6 JUNE 2014

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	E
	1.1.2	F
	1.1.3	G
	1.1.4	I
	1.1.5	A
	1.1.6	H
	1.1.7	D
	1.1.8	C
	1.1.9	J
	1.1.10	K

(10 × 2) (20)

1.2	1.2.1	True
	1.2.2	True
	1.2.3	True
	1.2.4	True
	1.2.5	True
	1.2.6	False
	1.2.7	False
	1.2.8	False
	1.2.9	False
	1.2.10	False

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

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SECTION B

QUESTION 2

2.1
- It is natural for people to stick to a familiar way of doing things.
- People are afraid of the unknown.
- The best results will be achieved if improvement is brought about on the initiative of the official concerned.
- Resistance to change is complicated because officials cannot be threatened with dismissal.
- 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 it 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. (16)

2.2

PUBLIC MANAGEMENT	PRIVATE MANAGEMENT
• Decisions are aimed at maximising profit. • Budget indicates ever-growing profit • Complies with stipulations of the law • Uses own capital • Decisions are dedicated by the market	• Decisions are aimed at improving welfare of the community • Budget must show balanced spending • Applies stipulation of the law • Uses tax funds • Decisions are dedicated by political authority

(10)

2.3
- The best-known traditional control measure in the public sector.
- Provides physical evidence of whatever takes place]
- Inspection and investigation
- Takes place in actual work environment
- The disadvantage is that it eventually results in negative fault-finding
- It takes place after the deed has been done
- Auditing
- It is concerned with the legal correctness of transaction
- It used to prevent any wrongful transaction from taking place
- Cost accounting, cost comparison, cost analysis
- These are useful aids to evaluate standard transactions objectively at operational level
- Control is exercised before the programme of work is approved and implemented

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- Statistical returns
- Can measure productivity
- Figures reflecting costs, together with statistical returns, provide objective criteria for purposes of assessing results. (14)

[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 on matters with sound judgement

The ability to organise

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

Ability to communicate

- Be able to give subordinates the necessary guidance
- Be able to communicate 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 inspires 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 corresponding with the aim. (16)

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3.2 3.2.1
- These are short term records.
- Transaction documents are invoices and copies of receipts. (4)

3.2.2
- Must be kept for long periods
- Need to be filed in such a way that they can be retrieved
- Must be protected against destruction and damage
- Usually kept in registries or archives
- Must be a proper filing system for safe keeping (8)

3.3 3.3.1
- 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. (8)

3.3.2
- Supervisors often negotiate with interest groups and subordinates.
- Supervisors must be trained and developed in negotiating activities. (4)

[40]

QUESTION 4

4.1
- National and provincial government must strengthen the capacity of municipalities.
- If any national or provincial bill affects the status of functions of local government, it must be published for public comment.
- Municipalities may administer bylaws.
- Bylaws must not contravene the provincial and national laws.
- National and provincial governments must delegate to municipalities 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 a municipality is incapable of executing its function.
- The premier has a great deal of influence over local government. (16)

4.2
- Ideologies of political parties
- Physical characteristics of the state i.e. eliminate conditions and resources
- Social conditions i.e. number and density of the population
- International political development (10)

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4.3 Setting standards
- Results to be measured against standards e.g. qualitative and quantitative measuring performance against standards
- Instruments used are written reports, inspection, auditing, statistical reports

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 (14)

[40]

QUESTION 5

5.1 Advantages
- Private sector is ahead of public sector in the development and aids to improve work procedure.
- Private sector may employ specialists who have special skills and knowledge.
- Public sector cannot afford to pay specialists on a permanent basis.
- Intensive research is done.

Disadvantages
- Private consultants are not familiar with the way public institutions work.
- Private consultants may not realise the political sensitivity of certain matters.
- Central function which relates to public accountability is strange to them.
- The way they do things does not always suit the social, economical and political objectives.
- They demand very high salaries. (14)

5.2
- If the province does not fulfil its tasks the central government may 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. (10)

5.3 5.3.1 Health
- Provision of health services
- Building of hospitals and clinics
- Training of doctors and medical staff (6)

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5.3.2 Protection functions

- Keeping of law and order
- The following activities are related to this functional activities
- Police who investigate crime
- Magistrates who decide on the punishment
- Prison workers who guard and rehabilitate prisoners
- Specific knowledge and skills should be possessed by these groups
- Magistrate and judges must have appropriate law qualification (10)

[40]

TOTAL SECTION A: 160
GRAND TOTAL: 200

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