



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

COMMUNICATION N5
(Second paper)

04 June 2026

This marking guideline consists of 8 pages.

(Second paper)

SECTION A: ORGANISATIONAL COMMUNICATION

QUESTION 1

- 1.1 Democratic/Participative leadership✓✓ (2)
- 1.2
- Involvement of all staff in decision making
 - Teamwork
 - Face-to-face communication between management and staff
 - Increase in productivity
 - Friendly, warm tone of voice
 - Participative way of working
 - Hard work and commitment from staff
 - Solution-oriented environment
- (Any 4 × 1) (4)
- 1.3 ADVANTAGES
- Users can keep in contact with family, clients, service providers etc. worldwide.
 - Employee can work from home or while travelling.
 - More people can make themselves heard (e.g. in the social media).
 - More information is available (e.g. databases, the internet).
 - Companies can store larger volumes of information more easily.
 - Information reaches recipients faster than traditional forms of communication.
 - Automated processes complete tasks faster.
 - Free applications(apps) help to reduce costs.
 - Fewer people are needed to complete tasks.
- (Any 2 × 1) (2)
- DISADVANTAGES
- People may be distracted and frustrated by the constant contact going on.
 - People may neglect face-to-face contact and lose certain social skills.
 - Social media can be misused to spread fake news and upset people.
 - The information can be overwhelming, misleading or false.
 - Sensitive information can be lost, or stolen by computer criminals.
 - People may feel pressurised to respond to messages too quickly.
 - When a message is sent, it cannot always be taken back or cancelled.
 - A smartphone and computer setup can be expensive.
 - Maintenance and upgrading of the devices and software can also be expensive.
- (Any 4 × 1) (2)
- 1.4 Line structure:
Indicate the lines of authority that flow from the top to the bottom of the organisation.✓ Whereas
Line and staff structure:
Indicate the relationship between the line functions and the support functions that help achieving their goals.✓

(Second paper)

1.5 Command function✓

Through this function, instructions and commands are given and obeyed.✓

OR

This refers to the communication of authority and control.

Relational function✓

This function of communication helps to create good interpersonal relationships between staff members and between management and staff.✓

OR

The goal of such communication is to create good working relationships among people within the organisation.

Ambiguity-management function✓

This is a combination of the above two functions, for example, giving instructions about getting the job done according to standard and within a time limit while showing respect to employees and concern for their needs.✓

OR

The purpose of communication in this regard is to clear up any confusion that might exist in an organisation.

(Any 3 × 2) (6)

1.6 • Informal meeting or friendly suggestion

• Disciplinary interview

• Consultation

• Bargaining

• Mediation

• Arbitration

(Any 4 × 1) (4)

1.7 1.7.1 • Corporate culture is the basic beliefs and values shared by the people in the organisation, and it makes the organisation and its way of doing things, unique.✓✓

OR

• Corporate culture is the shared values and beliefs in an organisation that direct the behaviour and decision of all who work there.

OR

• Corporate culture refers to the beliefs and behaviours that control how an organisation's employees and management interact and handle internal and external business relations. (Any 1 × 2)

1.7.2 • Change management is when processes and tools are used to manage the changes employees have to deal with when an organisation moves away from its present way of doing business to a different one.✓✓

OR

• Change management is when an organisation prepares itself, its employees and other interested parties for large-scale change and supports them throughout the process. (Any 1 × 2)

(Second paper)

- 1.7.3
- External communication is the way that members of an organisation communicate with their external stakeholders through marketing and public relations, and this helps to create the corporate image of the organisation.✓✓

OR

- External communication takes place when an organisation sends information to, or receives it from an individual, company or group outside of the organisation. (Any 1 × 2)

- 1.7.4
- Formal communication channels refer to task-oriented communication that follows the official lines of communication in the organisation.✓✓

OR

- Formal communication can be defined according to the direction of the communication in the structure of the organisation.✓✓

(4 × 2)

(8)

[30]

TOTAL SECTION A: 30

SECTION B: FORMULATION OF AIMS, GOALS AND OBJECTIVES IN PLANNING

QUESTION 2

- 2.1
- Aims are long-term.✓ They explain in general what it is that you hope to achieve in the future. However, they do not specify exactly what you want to achieve, a time limit or how you are going to achieve it.✓ whereas
 - Goals are medium to long-term.✓ They break up the aim into large sections that must be achieved, explaining in broad terms what should be achieved and how it should be achieved.✓

(2 × 2)

(4)

- 2.2
- Specific
 - Measurable
 - Attainable
 - Relevant
 - Traceable

(5)

(Second paper)

- 2.3
- a) Time log (also called activity log)✓
In an organisation, the time spent by managers and employees on certain actions is recorded in time logs✓
 - b) 4D system✓
This is a system which helps us to decide what to put into our schedules so that we spend most of our time on the important and productive things✓
 - c) To do lists✓
At the end of each day, you write down your To-do list for the next day, with each task next to a certain time✓
 - d) Time management applications (apps)✓
These apps provide easy, electronic ways of creating time logs and transforming the information (data) that is entered by the employee into useful graphs and charts.✓
 - e) Diary✓
Appointments, meeting dates and task deadlines are fixed, they are entered into a diary. ✓
 - f) Week/year planner
A weekly planner is, therefore, a valuable support to the diary or the To-do list.
 - g) Wall charts
A wall chart planner is a large weekly/monthly/year planner mounted on the wall.
 - h) Delegation
Decide what is urgent yet unimportant enough to delegate. Delegate only to reliable, capable subordinates.
 - i) Self-control
Self-control in the sense of self-discipline is what we need for effective time management.
 - j) Pomodora techniques
The Pomodoro technique is a time management technique developed by Francesco Cirillo in the late 1980s. The technique uses a timer to break down work into sessions, traditionally 25 minutes long, separated by short 50-minute breaks.
 - k) Software and PC diaries
Most of the planners we have talked about from diaries to year planners, are also available electronically on your PC (personal computer) or smartphone.
(Any 5 × 2) (10)
- 2.4
- Be professional and to the point when on a business call.
 - Do not make personal calls except in emergencies.
 - Discourage friends/family from calling you at work.(Any 1 × 1) (1)
- [20]

TOTAL SECTION B: 20

(Second paper)

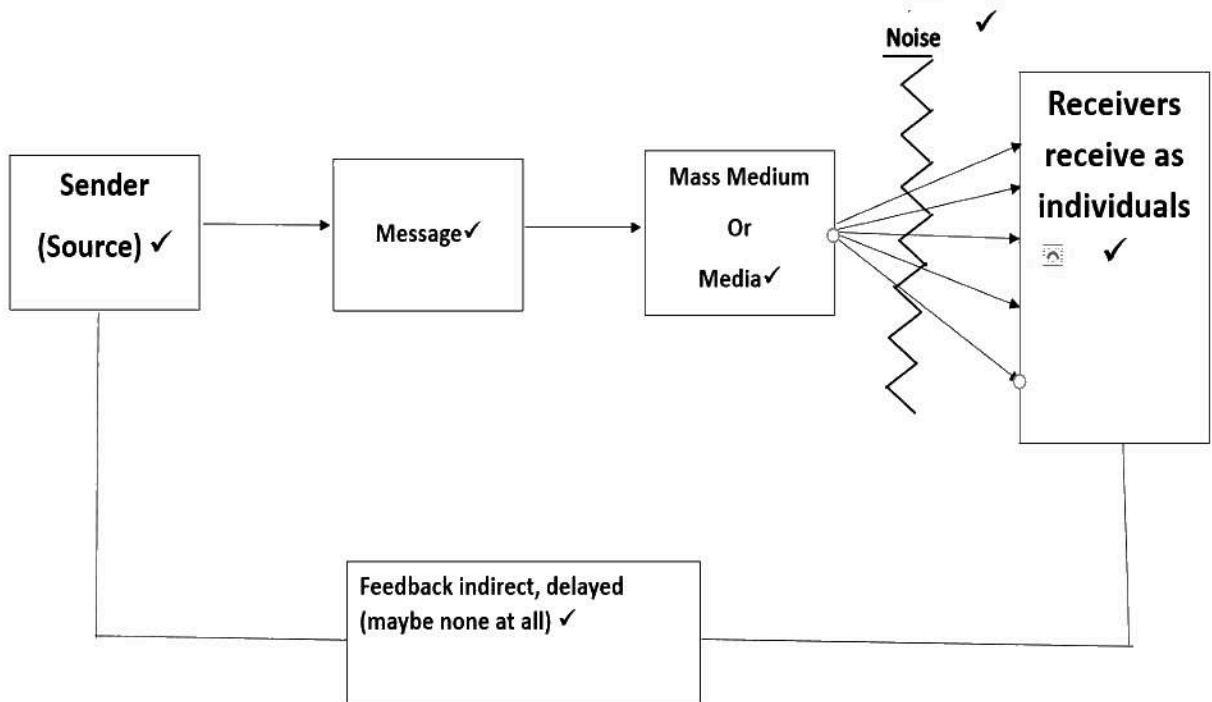
SECTION C: SOCIAL AND MASS MEDIA COMMUNICATION AND ADVERTISING

QUESTION 3

- 3.1
- Print
 - Audio
 - Audio-visual
 - Electronic
 - Library
 - Outdoor

(Any 4 × 1)) (4)

3.2



(6)

- 3.3
- Inform** ✓
It is vital to inform the public about the product/service, the price, where it is available, etc. ✓
 - Remind** ✓
Consumers must be constantly reminded of the quality and availability of a certain product/service. Product awareness is important to keep up sales. ✓
 - Persuade** ✓
Consumers and potential consumers must be persuaded that a certain product/service is better than others. ✓

(3 × 2) (6)

(Second paper)

- 3.4
- Imaginative (soft sell)
This presentation is used when the advertiser does not want to give too much information about a product or service.✓ Emphasis is placed on the pleasant atmosphere and fun enjoyed by the users of the products.✓
whereas
 - Negative presentation
Advertising campaigns often rely on a negative presentation to shock the audience.✓ The aim of this presentation style is to warn and to highlight dangers.✓ (2 × 2) (4)
- 3.5
- Selective reporting
 - Emphasis on emotional aspects
 - Facts out of context
 - Photographs supporting slanted content (Any 2 × 1) (2)
- 3.6
- Propaganda is a deliberate attempt by an individual or a group to influence people's minds by any means available, for their own gain.✓✓ (2)
- 3.7
- Ethos✓ – This implies that the sender has credibility because of his/her position or attributes.✓
 - Logos✓ – This means that the content of the message must seem logical.✓
 - Pathos✓ – This plays on the receiver's emotions.✓ (3 × 2) (6)
- [30]
- TOTAL SECTION C: 30**

(Second paper)

SECTION D: MULTICULTURAL COMMUNICATION IN THE BUSINESS WORLD

QUESTION 4

- 4.1 4.1.1 False
 4.1.2 True
 4.1.3 True
 4.1.4 False
 4.1.5 True
- (5 × 1) (5)
- 4.2 • Conflicting goals of communication
 Is when the receiver interprets/understands a message differently from how the sender intended it to be interpreted/understood.✓ The receiver gets upset/angry/irritated/amused, although the sender never intended the communication to have that effect.✓ Authority most often comes from the duties and responsibilities delegated to the persons who hold certain positions,✓ e.g. managers, CEOs, etc. Because of this authority, those persons have power over the employees beneath them in the hierarchy.✓ Whereas
- Power of authority
 Is the ability of one person to exert his or her will over another person.✓
- (5)
- 4.3 • Obviate external barriers
 • Learn about other cultures /Knowledge of other cultures
 • Identify the receiver/target audience
 • Correct attitude / positive attitude
 • Attention to language
 • Listen
 • Apply the correct conduct before, during and after communication
 • Provide feedback
- (Any 5 × 1) (5)
- 4.4 Subculture is a group that exist within other culture.
- (1)
- 4.5 • Profession/occupation
 • Religion
 • Language
 • Ethnicity
 • Demography
- (Any 4 × 1) (4)

[20]

TOTAL SECTION D: 20
GRAND TOTAL: 100