



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

COMMUNICATION N6
(Second paper)

28 May 2026

This marking guideline consists of 6 pages.

(Second paper)

QUESTION 1: MOTIVATION

1.1	1.1.1	C		
	1.1.2	E		
	1.1.3	A		
	1.1.4	B		
			(4 × 1)	(4)
1.2	1.2.1	• Participative democratic leadership • Laissez-faire leadership	(2 × 2)	(4)
	1.2.2	• Participative democratic leadership – significant but not complete trust in employees • Laissez-faire leadership - Full trust and confidence in employees	(2 × 2)	(4)
	1.2.3	Participative democratic leadership: Leaders consult employees through meetings✓ and take advice from them concerning policies✓ Laissez-faire leadership: Leaders allow employees full participation concerning policies,✓ the employees make decisions and help give direction✓	(2 × 2)	(4)
1.3	1.3.1	• A goal-directed activity is an action that is required before you can start on the actual activity/an action that prepares for the goal activity • A goal activity is an activity that is directly responsible for achieving a goal	(2 × 2)	(4)
	1.3.2	Needs		(1)
1.4	1.4.1	The goal of the organisations in question is to have a successful hybrid working model✓ for all concerned.✓		
	1.4.2	The goal-directed activity is to be mindful of the personal space✓ of the hybrid working team.✓	(2 × 2)	(4)
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QUESTION 2: PROBLEM-SOLVING AND DECISION-MAKING

- 2.1
- The process of selecting, from several possible alternatives,✓ the action most likely to solve a problem✓and enable an organisation to achieve its goals✓
 - The process of selecting a course of action (solution) deliberately and systematically from alternatives✓✓ that seem most likely to solve a problem.✓
 - The process of making choices by assessing alternative resolutions to a problem✓✓ to enable an organisation to achieve its goals✓
- (Any 3 × 1) (3)
- 2.2
- 2.2.1 The Iceberg principle states that only 10 – 20% of the total data in a situation is visible,✓ just as with an iceberg, the majority of it is hidden below the surface of the water.✓ When problem-solving, if we consider only the visible signs of a problem, the solution we decide on will probably be unsatisfactory. Therefore, whenever we have a problem, we need to look deeper into the situation to achieve a satisfactory solution.✓
- (4)
- 2.2.2 Pareto principle
- (1)
- 2.3
- unreliable technology
 - connectivity issues
 - difficulties planning and organising a call or meeting
 - online meeting fatigue
 - being unable to read non-verbal communication
- (Any 3 × 1) (3)
- 2.4
- Have a realistic timetable
 - Draw a realistic budget
 - Appropriate task delegation
 - Determine required feedback and feedback intervals
 - Monitoring to detect and counteract possible problems
 - Buy-in from those involved
 - Inform employees
- (Any 3 × 1) (3)
- 2.5
- Meetings to obtain quick oral reports
 - Regular written progress reports
 - Questionnaires
 - Use both objective and subjective means
- (Any 3 × 1) (3)
- 2.6
- Suboptimum/unsatisfactory decisions
 - Satisfactory decisions
 - Optimum decisions
- (3)

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QUESTION 3: COPING WITH CONFLICT

- | | | | |
|-----|-------|---|----------------------------|
| 3.1 | 3.1.1 | Disciplinary procedure | (1) |
| | 3.1.2 | <ul style="list-style-type: none"> • To regulate the behaviour of employees✓ to meet what is expected by the employer in that environment.✓ • To attempt to persuade an employee to change their unacceptable work-related behaviour,✓ thereby resolving the conflict between employer and employee✓ | <p>(Any 1 × 2) (2)</p> |
| | 3.1.3 | <ul style="list-style-type: none"> • Formal mechanisms promote fairness • Formal mechanisms allow support for the employee • Formal mechanisms allow support for the employer • Formal mechanisms are written into law • Formal mechanisms boost morale • Formal mechanisms limit frustration | <p>(Any 2 × 1) (2)</p> |
| 3.2 | | <ul style="list-style-type: none"> • Negotiation - a process through which a compromise/agreement is reached✓ while avoiding arguments and disputes✓ • Consultation – an exchange of opinions✓ between employer and employee✓ • Persuasion – a process to make someone do something by making them believe it is in their self-interest and the very best agreement that can be reached✓ | <p>(2 × 2) (4)</p> |
| 3.3 | 3.3.1 | <ul style="list-style-type: none"> • Interpersonal conflict • Intragroup conflict | <p>(Any 1 × 1) (1)</p> |
| | 3.3.2 | More than one person may need a particular device at the same time for work or study purposes. | (1) |
| 3.4 | 3.4.1 | B | (1) |
| | 3.4.2 | C | (1) |
| | 3.4.3 | A
D | (2) |
| 3.5 | | <p>Mediation is a structured interactive process which makes use of a neutral third party to help resolve a conflict;✓ however, the mediator can't make binding decisions.✓</p> <p>Arbitration also uses a neutral third party to resolve a conflict.✓ He makes a final decision, which can be binding or voluntary✓ depending on the agreement between the parties.✓</p> | <p>(5)
[20]</p> |

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QUESTION 4: COPING WITH STRESS

4.1	4.1.1	False		
	4.1.2	False		
	4.1.3	True		
	4.1.4	True		
			(4 × 1)	(4)
4.2	4.2.1	Eustress		(1)
	4.2.2	Eustress is good/positive/healthy stress✓ Distress is bad/negative/unhealthy stress✓		(2)
	4.2.3	• Improves motivation • Improves performance • Beneficial for physical well-being • Beneficial for emotional well-being • Beneficial for mental well-being • Focuses energy • Exciting • Challenging • Stimulating	(Any 1 × 1)	(1)
4.3	4.3.1	"this causes your body to go into fight or flight mode."		
	4.3.2	"therefore you are tired and anxious."		
	4.3.3	"This weakens your immune system, making you vulnerable to health disorders."		
			(3 × 1)	(3)
4.4	4.4.1	Work		(1)
	4.4.2	Job✓ underload✓		(2)
	4.4.3	Job✓ overload✓		(2)
	4.4.4	Ambiguity		(1)
	4.4.5	A		(1)
	4.4.6	Positive✓ Attitude✓		(2)
				[20]

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QUESTION 5: INTERVIEWS

- 5.1 To put the applicant at ease✓ and create a comfortable atmosphere✓ (2)
- 5.2
- Smile/create a positive climate
 - Give the candidate a firm, welcoming handshake
 - Greet the candidate by name
 - Introduce yourself and any panel members if it is a panel interview
 - Use a warm tone
 - Ask a few questions based on the candidate's interests to help create a supportive atmosphere/Engage in small talk
 - Use simple, clear language
 - Beware of barriers like stereotyping and prejudice (Any 3 × 1) (3)
- 5.3
- Question-and-answer
 - Close/closure
 - Evaluation (3)
- 5.4
- Arriving late for the interview
 - Inappropriately dressed
 - Chewing gum/Smoking
 - Not courteous enough/Lack of manners
 - Not switching off your cell phone
 - Not preparing properly (preparing questions you want to ask)
 - Not being prepared to prove your skills/do a competency test
 - Not taking all necessary documents with you
 - Not ensuring you know where to go and how to get there
 - Lying about your abilities/qualifications
 - Running down the institution you are currently working for
 - Not listening closely to questions
 - Rushing to answer questions without thinking about them first
 - Not answering clearly
 - Not having attentive body language
 - Using a lot of filler sounds like "um" (Any 4 × 1) (4)
- 5.5
- Physiological
 - Physical
 - Psychological
 - Perceptual
 - Semantic (Any 3 × 1) (3)

[15]

TOTAL: 100