higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

18 February 2025 (X-paper)
09:00–12:00

This question paper consists of 9 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 3
TIME: 3 HOURS
MARKS: 200

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Start each section on a new page.
5. Use only a blue or black pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Requirements and responsibilities attached to the job:

A Job analysis
B Job specification
C Job description
D Job rotation

1.1.2 … is a failure to perform or comply with obligation under an agreement.



A Breach of security
B A database
C Breach of contract
D Rebooting

1.1.3 The Constitution of the South Africa starts with an explanatory …, followed by a striking preamble that conveys the intentions of the South African government.

A memorandum
B minutes
C strategies
D policy

1.1.4 When employees are ignorant of company policies, it could result in …

A increased performance
B poor communication
C high morale
D success



1.1.5 The element that makes a company's product or services special, and that allows it to stand out amongst its competitors:

A Competitive advantage
B Market driven
C SWOT analysis
D Numerical order

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1.1.6 … refers to our physical pose which is generally believed to say something about our emotional or mental attitude as well.

A Ergonomics
B Stillness
C Posture
D Perspective

1.1.7 … involves grouping together records with similar characteristics or that contain information about similar functions.

A Recording
B Classifying
C Transferring
D Processing

1.1.8 When information which is no longer needed every day is moved to a storage room where it can still be located when needed

A Stockpiling
B Sorting
C Archiving
D Retaining

1.1.9 Mary is taking three days … leave from work because her 10-year-old daughter is ill.

A annual
B sick
C maternity
D family responsibility

1.1.10 Structure that organises the company around the different departments:

A Differentiation structure
B Alternative organisational structure
C Division structure
D Functional structure

(10 × 1) (10)

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1.2 Choose a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Regaining or saving files or records that were lost	A	UIF
1.2.2	Provide security to workers when they lose their jobs	B	Criterion
1.2.3	Any meeting where matters are discussed, issues are debated, opinions are expressed, and decisions are made jointly	C	Prototype
1.2.4	An element of strategic planning	D	Recovery
1.2.5	A set of moral principles based on values that are common to humans	E	Ethics
1.2.6	The strategy which usually concerns with a specific line of business to help the business to compete and perform well in its specific field	F	Strategic planning
1.2.7	A committee consisting of the employer and representatives of the workers/employees	G	Misfiling
1.2.8	It outlines the steps to be taken and activities to be performed for the next 3, 5, 10 or 20 years of the company's existence	H	Proprietary
1.2.9	When information originates within the company and legally owned by company	I	Business strategy
1.2.10	Storing documents in the wrong place, making it difficult to find them	J	Workplace forum
		K	Control
		L	Forum
		M	Authority

(10 × 1) (10)

1.3 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

1.3.1 The staff's commitment to the company's vision and their understanding of their role and responsibilities are crucial for the effectiveness of the strategic plan.

1.3.2 Freedom of association means that everybody is free to stay in South Africa.

1.3.3 If a filing system is centralised, all filing is done in one place.

1.3.4 Orientation is when the new employee is introduced to the company, colleagues and work processes.

1.3.5 The purpose of a code of conduct is to help people in the workplace to decide how to act in real, often complex situations.

1.3.6 When the strike is protected an employee may lose his/her job for having taken part in the strike.

1.3.7 An organisational structure refers to the level of management and the division of responsibilities within an organisation.

1.3.8 A grievance should firstly be raised with the immediate supervisor of the employee who should investigate and attempt to resolve the matter.

1.3.9 A traditional organisational structure indicates a formal chain of command.

1.3.10 A good strategic plan must be flexible and adapt to changing circumstances.

(10 × 1) (10)

TOTAL SECTION A: 30

SECTION B

Answer all questions in SECTION B.

QUESTION 2

Read the case study below and answer questions that follow:

Thusano Events and Cleaning Company (TECC)

Thabo Erasmus owns Thusano Events and Cleaning Company (TECC). TECC is a service supplier responsible for cleaning and managing events. In 2023 TECC was awarded a tender to clean and manage events at Malamulele Stadium. This was because the stadium's management was faced with the challenges of maintaining and attracting clients who can utilise the stadium so that the stadium does not become a white elephant.

Thabo decided to recruit someone to look at the company's overall functioning. After a long interview was conducted, he appointed Jack Dube as general manager. Dube is a university graduate who holds an Event Management Diploma coupled with extensive experience in Project Management. The nature of Jack Dube's employment is performance-based and as a result, he has signed a performance contract which will be reviewed after a year. Dube's responsibilities include ensuring that the stadium is always kept in a good condition, providing strategic leadership, bringing major sporting events such as big soccer and rugby spectaculars to the stadium and managing people so that the stadium can realise its vision.

Thusano Events and Cleaning Company (TECC) is an external service supplier which received a tender for cleaning and managing events at Malamulele Stadium. Their key element for managing clients is good communication.

2.1 Describe the term *external service supplier*. (2 × 2) (4)

2.2 Explain the organisation procedures involved in selecting a service supplier. (7 × 2) (14)

2.3 Briefly explain THREE examples of written communication that TECC can use when dealing with clients. (3 × 2) (6)

2.4 Thusano Events and Cleaning Company (TECC) use different methods of filling to keep all company documents.

Explain the following methods of filing that TECC can use in their company:

2.4.1 Numerical method (2 × 2) (4)

2.4.2 Alphabetical method (2 × 2) (4)

2.5 Describe the methods that Thabo, as an owner of TECC, can use to evaluate whether the strategic plan have achieved the objectives or not. (6 × 1) (6)

[38]

QUESTION 3

Thabo recruited and appointed Dube as a general manager after a long interview conducted in the company using interview's guideline stated in the labour legislations.

3.1	3.1.1	Explain the term *interview.*	(1 × 2)	(2)
	3.1.2	Explain any SIX documents required to ensure that interviews are conducted strictly in accordance with LRA	(6 × 2)	(12)
3.2		A dress code gives a guideline on how employees should be dressed when at work. The general standard in the workplace is that of "business casual wear"		
		Briefly describe what is generally regarded as acceptable business wear for employees.	(3 × 2)	(6)
3.3		Section 5 of the LRA protects the general rights of employees and persons seeking employment.		
		Briefly explain the general rights of employees and persons seeking employment.	(5 × 2)	(10)

[30]

QUESTION 4

The nature of Jack Dube's employment is performance-based and if he fails to deliver as expected his contract will be terminated and he will be dismissed due to poor performance.

4.1	Explain the term *performance baseline*.	(2 × 2)	(4)
4.2	Briefly explain using examples the cases that can be regarded as unfair dismissal due to poor work performance.	(4 × 2)	(8)
4.3	TECC must keep all valuable items, including the detailed written records of everything leading up to dismissal in a safe place so that they cannot go missing.		
	Identify FOUR documents used as evidence that could support a recommendation for dismissal.		(4)
4.4	Explain the effects of misfiling documents in a business.	(5 × 2)	(10)
4.5	What are the consequences for Thusano Events and Cleaning Company if someone manages to violate its security?	(5 × 1)	(5)
4.6	Describe the process for securing valuable items.	(3 × 2)	(6)

[37]

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QUESTION 5

5.1 Jack Dube's responsibilities include providing a good strategic plan, bringing major sporting events to the stadium and managing people according to set company standards so that the stadium achieve its vision.

5.1.1 Differentiate between “company standards” and “code of conduct” (2 × 2) (4)

5.1.2 State purpose of an organisational code of conduct. (6 × 1) (6)

5.2 Explain THREE aspects of a good strategic plan. (3 × 2) (6)

5.3 Give SIX examples of organisational strategies in business performance. (6 × 1) (6)

5.4 Discuss the role of key elements of a strategic plan in the organisation. (4 × 3) (12)

[34]

QUESTION 6

The managers of TECC need to maintain update a recordkeeping system for company information within a specific timeframe. Failure to update and to have proper recordkeeping can lead to employees’ conflict and misunderstanding.

6.1 Explain the steps that Dube needs to follow in handling the required information. (7 × 2) (14)

6.2 Identify FOUR reasons why (TECC) needs to record retrieved information. (4)

6.3 Explain to the management of (TECC) the FOUR requirements that need to be included in the timeframe of a strategic plan. (4 × 2) (8)

6.4 Identify any FIVE examples that can cause conflict to arise in an organisation. (5)

[31]

TOTAL SECTION B: 170
GRAND TOTAL: 200

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