higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

15 November 2024 (Y-paper)
13:00–16:00

This question paper consists of 8 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 2
TIME: 3 HOURS
MARKS: 100

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 black or blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 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 (1.1–1.10) in the ANSWER BOOK.

1.1 Forces of change that come from outside the enterprise:

A Internal change
B Planned change
C External change
D Change agent



1.2 Someone who is not directly affected by change, may actively resist it to protect the interests of their friends and co-workers.

A Peer pressure
B Fear of the unknown
C Different assessment
D Selective perception

1.3 An enthusiast for change who passes their enthusiasm on to others to accept change:

A Reactive change
B Planned change
C Forced change
D Change agent

1.4 An employee is entitled to six weeks' paid leave for every 36 months of continuous employment.

A Annual leave
B Sick leave
C Maternity leave
D Family responsibility leave



1.5 The focus is on the enhancement of the quality of education and training.

A Learnerships
B Internships
C Skills Development Act 97 of 1998
D Employment Equity Act

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1.6 Which ONE of the following is the maximum ordinary weekly hours for an employee?

A 95 hours
B 35 hours
C 120 hours
D 45 hours

1.7 … is an employment policy aimed at addressing the past discriminatory practices that caused imbalances in the workplace.

A Affirmative action
B Aero
C Ethics
D The induction policy

1.8 … involves assigning certain responsibilities to subordinates and holding them accountable for the achievement of predetermined objectives within the areas of responsibility.

A Accountability
B Motivation
C Responsibility
D Controlling

1.9 … consists of combined and structured learning and work experience components.

A Learnership
B Lifelong learning
C Artisanship
D Internship

1.10 A set of principles, instructions and guidelines that individuals choose to accept and follow:

A Values
B Personnel records
C Belief system
D Ethics

(10 × 1) **[10]**

QUESTION 2

Choose ONE term from the list below for each of the following descriptions and write it next to the question number (2.1–2.10) in the ANSWER BOOK.

democratic leader; external environment; decision-making; organisational structures; workplace forums; lockout; ethics; organisational culture; disciplinary action; accountability; Labour Relations Act; internal environment; autocratic leader; Basic Conditions of Employment Act; Occupational Health and Safety Act

2.1 The way in which things get done in an enterprise ☆

2.2 Code of principles and values based on morals that direct the behaviour of an individual or group in terms of what is right or wrong

2.3 Type of leader that takes charge and assumes full authority and responsibility

2.4 Advances economic development, social justice, labour peace and democratisation in the workplace

2.5 Environment containing all systems, processes and people within an organisation

2.6 Means that employees who have acted unethically, will be asked to explain their actions

2.7 The way in which job tasks are formally divided, grouped and coordinated

2.8 Structures that are made up of representatives from workers and junior management employees

2.9 ☆ Covers all areas of employment and the use of machinery, which means that employees such as designers, suppliers and installers of machinery and equipment are included

2.10 Means the exclusion by an employer of employees from the employer's workplace, for the purpose of compelling the employees to accept a demand in respect of any matter of mutual interest

(10 × 1) **[10]**

QUESTION 3

Choose an item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (3.1–3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
3.1	An individual who works for another person, business or organisation in exchange for compensation, such as a salary or wage	A	right to work
		B	values
3.2	Refers to a situation in which employees are not permitted to divulge client Information.	C	procedure
		D	conditions of employment
3.3	Date and time by which something must be done	E	formal complaint
		F	employee
3.4	A process of transmitting information and ideas to another person or group of people	G	confidentiality
3.5	People who have particular needs and display certain behaviour in satisfying those needs	H	deadline
		I	communication
3.6	The process that we follow to achieve our goals	J	honesty
		K	customers
3.7	The democratic right of a worker to find employment and to perform the job willingly	L	grievance
3.8	Provides details of the situation in which an employee can make this against an employer	M	right to strike
3.9	The principles, beliefs and standards that guide an individual's or organisation's behaviour, decision-making and interactions		
3.10	Refer to the terms and agreements that govern the relationship between an employer and employee		

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

QUESTION 4

Read the article below and answer the questions.

PAN CREST HEATERS (PTY) LTD

PCH is a company that manufactures heaters and provides supplies to the entire South Africa. The company is the largest company that has been in existence for more than 10 years. Its structure comprises different levels of management and many employees.

Paul Hawks is the company director and his assistant director is Singapore Rhodes. Workers work different shifts, including overtime. The company operates from 08:00 to 16:00 from Mondays to Fridays and 09:00 to 13:00 on Saturdays. There is a tea break of 30 minutes and lunch break of 45 minutes. Nomsa, who is one of the clerks at PCH, does not understand her job description in the organisation and as a result, she is not motivated to do her work at all.

Due to complaints raised by employees about a lack of modern equipment, Paul Hawks decided to introduce some changes to accommodate their requests. Paul Hawks does his best to impress PCH's employees by eradicating bureaucratic decision-making and ethical conflict and through the execution of new strategies.

4.1 Nomsa, who is one of the clerks at PCH, does not understand her job description in the organisation and as a result, she is not motivated to do her work at all.



State THREE methods that Paul Hawks could use to motivate his employees. (3 × 2) (6)

4.2 Give FOUR reasons why honesty is important at Pan Crest Heaters. (4 × 1) (4)

4.3 Give THREE reasons why trust is important in an organisation. (3 × 2) (6)

4.4 Paul Hawks does his best to impress PCH's employees by eradicating bureaucratic decision-making and ethical conflict and through the execution of new strategies.



State any FOUR methods that Paul Hawks could use to improve ethical behaviour in the business. (4 × 1) (4)

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QUESTION 5

5.1 Paul Hawks must develop policies for the business and ensure that all employees adhere to them.

Name TWO policies that could be introduced in this business. (2 × 1) (2)

5.2 Name FIVE contracts or agreements that PCH's human resources could provide to the employees. (5 × 1) (5)

5.3 Discuss any FOUR essential elements that can be expected in Pan Crest Heaters' code of conduct. (4 × 2) (8)

5.4 State any THREE possible consequences of Nomsa not understanding her role in the organisation. (3 × 1) (3)

5.5 Paul Hawks is the company director and his assistant director is Singapore Rhodes. Workers work different shifts, including overtime. The company operates from 08:00 to 16:00 from Mondays to Fridays and 09:00 to 13:00 on Saturdays.

Explain when an employee of Pan Crest Heaters qualifies to be paid overtime according to the Basic Conditions of Employment Act. (3 × 2) (6)

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QUESTION 6

6.1 Explain THREE criteria that PCH's human resources managers could use to evaluate the performance of employees. (3 × 2) (6)

6.2 Explain FOUR basic management activities that departmental managers of PCH are expected to perform. (4 × 2) (8)

6.3 Due to complaints raised by employees about a lack of modern equipment, Paul Hawks decided to introduce some changes to accommodate their requests.

Give FOUR reasons for change in an organisation. (4 × 1) (4)

6.4 State FOUR elements of reactive change. (4 × 2) (8)

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TOTAL SECTION B: 70
GRAND TOTAL: 100

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