higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

(3021004)

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 4
TIME: 3 HOURS
MARKS: 150

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. Use only a black or blue pen.
5. 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 The failure of employees to report for work when they are scheduled to work.

A Dismissal
B Conciliation
C Absenteeism
D Demotion

1.1.2 Training and development intervention proposed to meet the needs of individuals, teams and organisation as a whole

A Vestibule training
B Workplace Skills Programme
C In-service training
D Accelerated Development Programme

1.1.3 It involves the establishment of objectives as well as procedure and means by which they can be achieved systematically within the organisation.

A Planning
B Organising
C Leading
D Controlling

1.1.4 The creation of guidelines in which the organisation needs to apply its resources to achieve its goals.

A Departmentalisation
B Strategic planning
C Motivation
D Change management

1.1.5 If one wants to be a good listener, one must …

A give verbal and non-verbal feedback.
B select what you are interested to hear only
C listen without asking questions.
D analyse and jump into conclusions.

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1.1.6 According to Maslow's hierarchy of needs, this type of need is also known as the need for love.

A Social needs
B Security needs
C Esteem needs
D Physiological needs

1.1.7 It allows an organisation to determine the level of skills and knowledge of its personnel.

A Personnel audit
B Performance audit
C Skills audit
D Financial audit

1.1.8 Refers to the set of principles and standards that it implements to provide guidance to its employees or members on how they should behave at work.

A Mentoring
B Coaching
C Procedure
D Code of conduct

1.1.9 Refers to the money, in other words, salary or wage, received by an employee, per day, per week, per month.

A Indirect remuneration
B Direct remuneration
C Fringe benefits
D Subsidies

1.1.10 A legal term that is used when one or more of the parties to the contract do not honour a binding agreement.

A Breach of contract
B Retirement contract
C Dismissal contract
D Termination of contract

(10 × 1) (10)

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	Motivating factor for people who need respect, admiration, esteem and celebrity.	A	organogram
1.2.2	It includes looking closely at the tasks necessary to perform the job.	B	authority
1.2.3	Training offered by the business itself .	C	In-house training
1.2.4	The environment that a business cannot control such as the political, international and technology environment.	D	resistance
1.2.5	Diagram showing levels of management and lines of authority.	E	micro environment
1.2.6	Analysis of strengths, weaknesses, opportunities and threats	F	job analysis
1.2.7	Reason why organisations do not apply change as they should.	G	macro environment
1.2.8	Managers force employees to accept change whether they agree or not.	H	SWOT
1.2.9	The right to issue orders, demand compliance with instructions issued, punish failure, be responsible and accountable.	I	recognition
1.2.10	How we give and receive instructions, rules and information needed to get the job done.	J	coercion
		K	coordination skills
		L	communication
		M	job description

(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 Gap analysis is the process of identifying the gap between what resources we need and which of those resources we already have.

1.3.2 Secondary data refers to information that is gathered directly by the business. It is first-hand information.

1.3.3 Top management is responsible for specific department of the organisation and is concerned with implementing policies.

1.3.4 A strategic plan cannot be communicated to employees, it is for senior management only.

1.3.5 Every organization has to have a clear understanding of its vision, mission and core values before identifying its objectives.

1.3.6 Making decisions under conditions of risk are most common and allows one to be 100% sure of the outcome.

1.3.7 Employment Equity Act was passed in order to eliminate the constitutional right of equality and democracy.

1.3.8 A change agent is someone who can predict and expect change, as well as being able to encourage that change to happen.

1.3.9 Intermediaries are those business, individuals or group that helps get the product from organisation to its customer.

1.3.10 Coaching leaders are those who develop the skills and experience of people.

(10 × 1) (10)
[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 2

Read the scenario below and answer questions that follow.

The BBM Hotel Group

The BBM Hotel group is a South African-based company that owns, manages, administrates, and markets hotels, lodges and resorts throughout Southern Africa. Billy Johnson is the general manager of this hotel groups who believes in employment equity. In order to achieve the hotel group's objectives, Billy Johnson prefers sharing decision-making activities with the subordinates as far as possible while still maintaining responsibility and authority.

The objective of the BBM Hotel group is to be Africa's best hotel group by any recognisable measure, to provide products and services of international quality to meet customer demand in every market segment. The BBM Hotel group recently experienced some financial problems due to load shedding and the economic crisis in South Africa.

There are also rumours about employees complaining about poor management and low salaries, and as a result, they are not working to the best of their abilities. Employees are complaining that the BBM management continuously implement changes in the company without consulting them. The employees do not receive any training to enable them to cope with change.

2.1 Billy Johnson is the general manager in the BBM Hotel Group who believes in employment equity. Because of his position Billy forms part of top management responsible for performing controlling functions in the business.

2.1.1 Define the term, *controlling*. (2)

2.1.2 Name and explain THREE steps in the control process. (3 × 3) (9)

2.1.3 Explain the purpose of Employment Equity Act. (3 × 2) (6)

2.2 Billy prefers sharing decision-making activities with the subordinates before he decides on and implements actions.

2.2.1 Which leadership style does Billy use? (1)

2.2.2 State FOUR advantages of the leadership style mentioned in QUESTION 2.2.1 above. (8)

2.2.3 Explain SIX steps that Billy needs to follow in decision-making process. (12)

2.3 Billy, as general manager of the BBM Hotel Group, needs to make different types of decisions based on the uniqueness of the situation.

Differentiate between *programmed decisions* and *non-programmed decisions*. (2 × 3) (6)

[44]

QUESTION 3

3.1 The objective of the BBM Hotel group is to be Africa's best hotel group by any recognisable measure, to provide products and services of international quality, and continue with market research in order to meet customer demand in every market segment

3.1.1 State THREE reasons why businesses set objectives. (3)

3.1.2 Explain how the BBM Hotel Group can measure the achievement of its business objectives. (3 × 2) (6)

3.1.3 What is the meaning of *market research*? (2)

3.1.4 Explain THREE methods used to conduct market research. (3 × 3) (9)

3.2 Billy Johnson held a meeting with all the staff members to explain to them the importance of adhering to the company's code of conduct, failure of which, could lead to termination of their employment in the business.

3.2.1 Explain what is meant by *termination of employment*. (2)

3.2 2 Which Act determine how businesses should manage the termination of employment? (2)

3.2.3 Briefly explain the conditions for termination of employment. (5 × 2) (10)
[34]

QUESTION 4

4.1 Billy realised that the staff members lack motivation and this affects their performance in different areas. He decided to interview each one of them to find a way of motivating them.

Briefly explain how a lack of motivation can affect team performance in the following areas.

4.1.1 Tasks

4.1.2 Structure

4.1.3 Goals

4.1.4 Members (4 × 2) (8)

4.2 Explain the importance of motivating staff in an organisation. (4 × 2) (8)

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4.3 BBM employees complain that the management continuously implements changes in the company without consulting them. Failure to implement change management processes can result in resistance to change and therefore put a business at risk.

4.3.1 Define the term, *change management*. (2)

4.3.2 Explain how risks can be overcome in an organisation. (4 × 2) (8)

4.3.3 Explain the term, *risk.* (2)

4.4 The BBM Hotel group decided to offer training for their employees in order to enable them to cope with change and to develop their different types of skills.

4.4.1 What is the difference between social skills and systems skills? (2 × 2) (4)

4.4.2 Explain the main factors which need to be considered when choosing training providers and training programmes. (5 × 2) (10)
[42]

TOTAL SECTION B: 120
GRAND TOTAL: 150