higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# NATIONAL CERTIFICATE (VOCATIONAL)

# MANAGEMENT PRACTICE
## NQF LEVEL 3

(3021003)

**2 December 2024 (X-paper)**
**09:00–12:00**

**This question paper consists of 8 pages.**

593Q1N2402

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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

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**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 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1.1–1.1.15) in the ANSWER BOOK.

1.1.1 The Labour Relation Act provides the rules to ensure that there is fair and similar treatment for all people in the workplace.

1.1.2 If the filing system is in a state of disorder or neglect, it will have a positive effect on the employees who work with the information.

1.1.3 Preparing questions before an interview is essential to ensure that the interviewer ask the candidates different questions.

1.1.4 The three critical success factors needed to achieve strategic plan are having enough skilled staff, equipment and funding.

1.1.5 An organisational structure encourages all employees to become more active and productive by giving them more roles in the decision-making process.

1.1.6 Identifying the organisation's vision and mission is the first step of any strategic planning.

1.1.7 Sorting is the arrangement of records in the order in which they are to be filed.

1.1.8 Any activities or objectives that are included in the time frame of a strategic plan must be inconsistent with the rest of the plan.

1.1.9 A company's internal environment comprises the service and support relationships among its own department and units.

1.1.10 To ensure that documents are stored safely and secured, filing should only be done by staff who have the responsibility to do it.

1.1.11 The term “work flow” implies that there is a certain sequence or order in which the different aspect of the work must be done.

1.1.12 In a disciplinary hearing the employee may be represented by a fellow employee.

1.1.13 If an official is unable to find a record in a file, it could be in transit or in the archive.

1.1.14 By submitting the application documents, the applicant is guaranteed the job even without interview.

1.1.15 If the employee resists or continue to violate the company’s dress code he/she should be dismissed with immediate effect.

(15 × 1) (15)

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1.2 Choose a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–R) next to the question number (1.2.1–1.2.15) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|---|---|---|---|
| 1.2.1 | It means a period of 12 months commencing from the first day of employment | A | Temporary folders |
| 1.2.2 | It is aimed at making the company's mission and vision a reality | B | Organisation protocol |
| 1.2.3 | The manner in which anyone in an organisation should treat its internal and external clients. | C | Skills Development Levies Act |
| 1.2.4 | Questions that focus on the skills or requirements of the particular job description | D | Company-based questions |
| 1.2.5 | It becomes necessary where a file has multiple names | E | Performance monitoring |
| 1.2.6 | The document required to ensure that shortlisting was conducted fairly in accordance with the Labour Relation Act | F | Communication |
| | | G | Interview grid |
| 1.2.7 | The transfer of messages by any means amongst people in an organisation | H | Annual leave cycle |
| 1.2.8 | It is created for files that still have to be decided on, rather than filing them anywhere | I | Cross-referencing |
| | | J | Geographical structure |
| 1.2.9 | The practices of tracking the work of employees including the quality and efficiency of work | K | Data files |
| 1.2.10 | Prescribes how employers should contribute to the National Skills Fund | L | Occupational Health and Safety Act |
| 1.2.11 | It covers aspect such as health dangers or risks | M | Task-based question |
| 1.2.12 | Regaining or saving lost files or records | | |
| 1.2.13 | A place where all the documents and information of the past are stored | N | Organisational strategy |
| 1.2.14 | One of the key elements of strategic planning | O | Archives |
| 1.2.15 | It is caused by a feeling of dissatisfaction with working conditions experienced by employees | P | Prototype |
| | | Q | Recovery |
| | | R | Grievance |

(15 × 1) (15)
**[30]**

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## SECTION B

Answer all questions in SECTION B.

## QUESTION 2

Read the case study below and answer the questions that follow:

**"WiDpro"**

WiDpro is a service provider providing Information Technology services, software resolutions and research and development services serving clients in more than 175 cities and across 6 continents.

WiDpro's strategic plan emphasises the issue of employee compliance, honesty, loyalty and following company policies and procedures to achieve both the mission and vision of the company.

WiDpro was recognized by government departments as the world's most ethical company. This is because the code of conduct and ethics designed at WiDpro safeguard employees' interests. WiDpro aims to comply with all applicable labour laws and regulations and is committed to conducting business ethically. The HR policies ensure that there is no discrimination and that employment is based on qualification and competency.

*[Copyright 2019 SAIM Management]*

2.1 Identify services provided by WiDpro as mentioned in the case study above. (1)

2.2 There are TWO categories of clients that can receive services provided by WiDpro, namely internal and external clients.

Differentiate between internal and external clients. (2 × 2) (4)

2.3 Explain FIVE company standards that employees of WiDpro could use to communicate with clients (5 × 2) (10)

2.4 When greeting clients, there are certain customary "rules" that apply in general business settings. The company would expect its employees to use certain appropriate and polite body language and introductions to make clients to feel welcome.

Explain FIVE ways on how employees should introduce themselves to clients. (5 × 2) (10)

**[25]**

## QUESTION 3

3.1 WiDpro's strategic plan emphasises the issue of employee compliance, honesty, loyalty and following company policies and procedures to achieve both the mission and vision of the company.

Explain the concept *strategic planning*. (2 × 2) (4)

3.2 Explain how the strategic plan links with the company's:

3.2.1 Vision and Mission (4)

3.2.2 Values (4)

3.2.3 Outcomes (4)

3.3 Good strategic planning depends on proper organisational structures, which could either be conventional or unconventional. Unconventional structures include the matrix, organic and network organisational structure

Briefly explain these THREE types of unconventional organisational structures. (3 × 2) (6)

3.4 Having a strategic plan makes it easier to monitor performance meaningfully.

Describe FIVE ways that an organisation can use to evaluate whether strategic plan have been successful or not. (5)

3.5 Explain the benefits of strategic planning for performance monitoring. (5 × 3) (15)

**[42]**

## QUESTION 4

4.1 WiDpro was recognized by government departments as the world's most ethical company. This was because the code of conduct and ethics designed at WiDpro safeguard employees' interests.

Briefly explain the difference between *ethics* and *code of conduct*. (2 × 2) (4)

4.2 Organisations create standard reporting procedures for the reporting of security violation in order to educate staff to notice and report violation properly.

Explain the procedure to be followed when reporting violations of security in an organisation. (3 × 2) (6)

4.3 Give FIVE examples of the effect on an organisation when there is a breach of security. (5)

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4.4 At WiDpro, all employees were encouraged to follow company policies and procedures.

State FIVE implications that can happen in WiDpro if workers fail to comply or misunderstand the company's standards, policies and procedures. (5)

4.5 WiDpro is aimed at complying with all applicable labour legislation to ensure that their workers are treated fairly.

Briefly explain to WiDpro employees the purpose of each of the following Acts as stated in the current labour legislation

| | | | |
|---|---|---|---|
| 4.5.1 | Labour Relations Act | (2 × 2) | (4) |
| 4.5.2 | Occupational Health and Safety Act | (2 × 2) | (4) |
| 4.5.3 | Employment Equity Act | (2 × 2) | (4) |
| 4.5.4 | Skills Development Act | (2 × 2) | (4) |

**[36]**

**QUESTION 5**

In 2020 the HR manager of WiDpro conducted interviews for the post of administration officer that was advertised. Ukilo was appointed and was responsible for all data capturing as well as filling of documents, manually and electronically, according to specific filing methods. She had to ensure that documents are stored in a manner that will keep them undamaged, safe and available when required.

5.1 What is the difference between *manual filing* and *electronic filing*? (2 × 1) (2)

5.2 Explain the THREE methods of classification and cross-referencing which Ukilo may use when filing documents. (3 × 3) (9)

5.3 Ukilo should keep information and the company documents undamaged, safe and available when required.

Explain the implications for productivity when an item cannot be located. (5 × 2) (10)

5.4 Explain to Ukilo the process for securing valuable items (5 × 2) (10)

5.5 Identify documents that are required to ensure that interviews are conducted strictly in accordance with the LRA (7 × 1) (7)

**[38]**

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## QUESTION 6

6.1 Over time, Ukilo learned that she was paid a much lower salary than her male counterparts and her working hours are more than other team members as she sometimes works on weekends and public holidays.

Briefly explain how the requirements of the Basic Condition of Employment Act are applied in an organisation under the following headings:

| | | | |
|---|---|---|---|
| 6.1.1 | Ordinary working hours | (2 × 2) | (4) |
| 6.1.2 | Public holiday | (2 × 2) | (4) |
| 6.1.3 | Overtime | (2 × 2) | (4) |

6.2 Indicate who is NOT covered under the Basic Condition of Employment Act. (3 × 1) (3)

6.3 When Ukilo complained about the pay disparity and longer working hours, the Administration Manager, instead of addressing the issue, humiliated her and advised her to leave the team. She then decided to refer the matter to CCMA.

| | | | |
|---|---|---|---|
| 6.3.1 | What does the abbreviation CCMA stand for? | | (2) |
| 6.3.2 | Explain the functions performed by the CCMA. | (4 × 2) | (8) |
| 6.3.3 | Not all disputes in the workplace can be referred to the CCMA. Identify FOUR matters that cannot be referred to the CCMA. | | (4) |

**[29]**

**TOTAL SECTION B: 170**
**GRAND TOTAL: 200**

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