higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

15 November 2024

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	C		
	1.1.2	D		
	1.1.3	A		
	1.1.4	B		
	1.1.5	A		
	1.1.6	A		
	1.1.7	C		
	1.1.8	D		
	1.1.9	B		
	1.1.10	A		
			(10 × 1)	(10)
1.2	1.2.1	I		
	1.2.2	F		
	1.2.3	C		
	1.2.4	G		
	1.2.5	A		
	1.2.6	H		
	1.2.7	D		
	1.2.8	J		
	1.2.9	B		
	1.2.10	L		
			(10 × 1)	(10)
1.3	1.3.1	True		
	1.3.2	False		
	1.3.3	False		
	1.3.4	False		
	1.3.5	True		
	1.3.6	False		
	1.3.7	False		
	1.3.8	True		
	1.3.9	True		
	1.3.10	True		
			(10 × 1)	(10)
				[30]

TOTAL SECTION A: 30

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SECTION B

QUESTION 2

2.1 2.1.1

- It is the process of comparing desired results with actual results✓ and taking corrective action where needed. ✓
- It is the process of measuring performance and taking corrective action to ensure desired results.
- It is a function in which managers exercise control of employees so that they work towards achieving the organisational goals.

(Any relevant answer 1 × 2) (2)

2.1.2 Setting performance standards✓

- The management team creates and explains performance standards.✓ ✓
- Performance standards are goals of how the company should operate. (Any relevant explanation)

Comparing actual performance with standards✓

- Managers need to evaluate and report on the actual results or of each activity required to achieve the business' objectives.✓ ✓
- These actual results are then compared to the planned results and any differences must be noted. (Any relevant explanation)

Taking corrective action when necessary✓

- If the difference exists, managers need to know the extent of the difference and why there was a deviation from the plan.✓ ✓
- This helps them to determine how to fix the difference so that the organisation may still achieve its objectives.

(Any relevant explanation)
(3 × 3) (9)

2.1.3

- To promote the constitutional right of equality and exercise true democracy.✓ ✓
- To promote equal opportunity in employment through elimination of unfair discrimination.✓ ✓
- To ensure the implementation of employment equity to redress effects of discrimination.✓ ✓
- To achieve diverse workforce broadly representative of our people
- To promote economic development and efficiency in the workforce (Any 3 × 2) (6)

2.2 2.2.1 Democratic leadership style / Participative leadership style (Any 1) (1)

2.2.2
- Employee productivity is high as they are part to the decision ✓✓
- Employees share the responsibility with the superior and try to safeguard him also. ✓✓
- Provides organisational stability by raising morale and employees' attitudes favourably. ✓✓
- Provides opportunities for development and growth of subordinates. ✓✓
- It is a good motivating technique as employees feel elevated when their ideas and suggestions are considered in decision-making.
- The incorporation of the opinions and suggestions of all staff into the decision-making process. (Any relevant answer 4 × 2) (8)

2.2.3 STEP 1: Identify and define the situation or problem: ✓ The manager will need a reason to make a decision. ✓
STEP 2: Search for alternatives: ✓ In each situation, there may be a range options that the manager can choose from. ✓
STEP 3: Analyse alternatives: ✓ Managers must be sure that the business has resources to implement the decisions. ✓
STEP 4: Choose an alternative: ✓ The manager will decide on the option that he believes is best. ✓
STEP 5: Implement the decision: ✓ Decisions may need to be communicated in order for them to be carried out. ✓
STEP 6: Note the result: ✓ Manager needs to determine what the consequences of that decision were✓. (6 × 2) (12)

2.3 Programmed decisions
- Decisions are repetitive and routine✓
- There are definite methods of obtaining a solution✓
- Decisions do not have to be investigated each time they occur✓
- These decisions can be handled by means of policies, standard operation procedures and rules
- Examples include processing payroll voucher or graduation candidate

(Any relevant answer 3 × 1) (3)

Non-programmed decisions
- Decisions are not structured✓
- These decisions have never occurred before✓
- They require the use of creative problem-solving skills. ✓
- They are complex and there is no definite method for dealing with them
- Examples include firing an employee or changing workflow procedure

(Any relevant answer 3 × 1) (3)

[44]

QUESTION 3

3.1 3.1.1
- So that the mission is expressed as performance targets✓
- To act as a measure of company performance✓
- To encourage the organisation to be inventive and focussed✓ (3)

3.1.2
- A profit and loss statement can be used to measure financial objectives✓✓
- Market research may have to be conducted to measure strategic objectives✓✓
- Through an increase in the number of new customers in the company✓✓
- The business can determine which activities have worked well and which not
- If planned outcome or objective is different to the actual outcome
- Conducting performance reviews to determine how employees are doing (Any 3 × 2) (6)

3.2 3.1.3
- Market research is the process of finding information✓ about certain factors in the market. ✓
- Market information is useful in identifying a business's current position and in determining ways in which to improve that position. (Any relevant answer 1 × 2) (2)

3.1.4 Surveys✓
- It is usually done with the use of a questionnaire✓Respondents are asked questions about the business and its products.✓
- The information is then sorted and analysed.
- This method may be conducted using face to face interviews or through posting or emailing questionnaires

Focus groups✓
- A small group is assembled at a specific location and asked certain questions.✓ ✓
- The group should be representative of the market that the business wishes to gain information from.
- The information gathered this way is also sorted, grouped and analysed.

Observations✓
- A particular group, store or area may be watched by company representatives to determine certain information. ✓✓
- Business representatives interpret individuals' actions or behaviour.

(3 × 3) (9)

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3.2 3.2.1
- Termination of employment is when the relationship between an employer and employee ends✓ due to one party's decision to end the employment contract.✓
- This is the end of an employment contract between a worker and the business that employs them. It can be voluntary or involuntary termination. (Any relevant answer) (2)

3.2.2 The Basic Conditions of Employment Act, No. 75 of 1997. (2)

3.2.3
- Notice of not less than one week is required, if the employee has been employed for six months or less ✓✓
- Two weeks' notice if the employee has been employed for more than six months but not more than one year✓✓
- Four weeks' notice if the employee has been employed for one year or more✓✓
- Notice of termination of a contract of employment must be given in writing, except when it is given to an illiterate employee. ✓✓
- If an employee who receives notice of termination is not able to understand it, the notice must be explained orally. ✓✓
- Notice of termination of a contract of employment given by an employer must not be given during any period of leave to which the employee is entitled.
- The notice of termination of employment should not run concurrently with any period of leave to which the employee is entitled, except sick leave.

(Any 5 × 2) (10)
[34]

QUESTION 4

4.1 4.1.1
- When team members are not motivated, the task suffers, which can lead to the failure of the team. ✓✓
- An unfair division of labour can result in a lack of motivation with some members ending up doing more work than others

4.1.2
- If team members do not understand the team's structure, each individual will operate within their own role and responsibility✓✓
- Teams will interfere in the roles and responsibility of others resulting in conflict

4.1.3
- Challenges occur when individual goals are not aligned with the organisational goals. ✓✓
- Employees who are less motivated tend to have poor work performance, which results in less outcome.

4.1.4
- Without clear direction, members often lack motivation, when members are not motivated the team is not motivated. ✓✓
- Members then become unsure of their individual roles and responsibilities and no longer contribute their personal skills or knowledge to the team

(4 × 2) (8)

4.2
- Motivation helps employees to realise their goals✓ when they know what their goals are✓
- Motivation overcomes threats to satisfaction✓- organisational change may have an effect on employee's satisfaction levels✓
- Motivation promotes changes that may result in satisfaction✓- managers should support and encourage staff to adapt to the changes.✓
- Motivation is acknowledgement of progress✓- employees like to know how they are doing their jobs ✓
- Motivation is recognition of good work - it encourages employees to continue with the good work.
- Motivation stimulates personal growth - adds value to the individual, enhancing self-esteem and self-worth. (Any 4 × 2) (8)

4.3 4.3.1 Change management refers to the process of accepting change and managing the process of change✓✓ (2)

4.3.2
- Identify the need for change – ask a range of people to analyse a proposed change and give their input. ✓✓
- Identify and appoint appropriate change manager with necessary competencies and characteristics. ✓✓
- Plan change process properly – planning could be done by professional planners and not always by change managers. ✓✓
- Communicate to employees the need for change and the process to be followed in implementing the change. ✓✓
- Obtain all of the resources required to implement the change
- Respond to resistance to the change process by the employees or management. (Any 4 × 2) (8)

4.3.3
- Risks are those events that are not certain or cannot be planned for✓ but have a chance or possibility of happening.✓
- A risk is a potential future problem that has not yet occurred and generally has a negative effect on the business.
- A risk is something that may happen in the future that the business is not able to control. (Any 1 × 2) (2)

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4.4 4.4.1 Social skills refer to the ability to work with people ✓✓while Systems skills are learned skills used to understand, monitor and improve socio-technical systems✓✓ (4)

4.4.2
- Should training be done in-house or outsourced✓- Large businesses may find in-house training to be cost saving✓
- The location for the training ✓- If training is at training provider's premise, then employees should be able to travel there✓
- The price of courses✓- Some providers offer discount if 10 or more employees are booked for a course✓
- Service offered✓ Check if cheaper courses are not linked to lower quality or courses that are not recognised✓
- The content of the training programmes✓- it should cover the requirements of employees' job✓

(5 × 2) (10)
[42]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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