higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

15 November 2024

This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

1.1 C
1.2 A
1.3 D
1.4 B
1.5 C
1.6 D
1.7 A
1.8 A
1.9 A
1.10 B

(10 × 1) **[10]**

QUESTION 2

2.1 Organisational culture
2.2 Ethics
2.3 Accountability
2.4 Labour Relations Act
2.5 Internal environment
2.6 Disciplinary action
2.7 Organisational structures
2.8 Workplace forums
2.9 Occupational Health and Safety Act
2.10 Lockout

(10 × 1) **[10]**

QUESTION 3

3.1 F
3.2 E
3.3 H
3.4 I
3.5 K
3.6 C
3.7 A
3.8 E
3.9 B
3.10 D

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

QUESTION 4

4.1
- Make sure the praise is specific.
- Treat employees like adults.
- Be clear about expectations.
- Show confidence.
- Keep people informed.
- Involve people when making decisions.
- Involve people when setting objectives for their work.
- Challenge people by delegating appropriately.
- Allow people to grow.
- Invest time and money in training and mentoring.
- Give regular feedback to employees about how they are performing.

(Any relevant answer) (Any 3 × 2) (6)

4.2
- Honesty helps to build a reputation of integrity.
- It will give the organisation a reputation of reliability.
- Clients will keep coming back.
- Honesty helps gain respect, which can result in success and profits.
- It will ensure business sustainability.
- It creates and maintains long-term business relationships.
- It attracts more clients.
- It creates an open environment where staff can feel safe to tell the truth.

(Any relevant answer) (Any 4 × 1) (4)

4.3
- It motivates employees to work towards the organisation's goals.
- It ensures that employees are loyal and committed to the organisation.
- It teaches employees to treat each other and customers with respect.
- It creates cooperation with management and with one another.
- It promotes open and honest communication.
- It promotes sharing knowledge and skills.

(Any relevant answer) (Any 3 × 2) (6)

4.4
- Code of ethics
- Ethics training
- Professional goals
- Decision-making rules
- Staff selection
- Independent social audits
- Formal protective mechanism
- Comprehensive performance appraisal

(Any relevant answer) (Any 4 × 1) (4)

[20]

QUESTION 5

5.1
- Disciplinary policy
- Grievance policy
- Conditions of employment policy
- Employee representation policy
- Recruitment policy
- Induction policy

(Any relevant answer) (Any 2 × 1) (2)

5.2
- Contract of sale
- Credit agreement
- Contract with an independent contractor
- Contract of agency
- Contract of employment
- Contract of mandate

(Any relevant answer) (Any 5 × 1) (5)

5.3
- The organisation's mission – an organisation's code of conduct should include the organisation's mission, a statement of what the company stands for.
- Organisational values and principles.
- These could include values, principles such as integrity, professionalism, caring, teamwork and stewardship.
- Ethical and conduct guidelines and guidance on practices – an organisational code of conduct should include ethical and conduct guidelines and guidance practices.
- Examples of ethical and unethical behaviour – it is important for the organisation to give examples of ethical and unethical behaviour.
- Specific rules of conduct – the organisation should state specific rules of behaviour within the workplace.

(Any relevant answer) (Any 4 × 2) (8)

5.4
- She could be unable to perform her work.
- She can be confused, uncomfortable and unhappy if her roles are not clear.
- She might not be productive.
- She might make mistakes – wastage of material at high cost.
- Her organisational goals might not be achieved.
- She might be absent from work regularly.
- It might have a negative influence on her relationships in the organisation.
- It may create mistakes.

(Any relevant answer) (Any 3 × 1) (3)

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5.5
- Overtime is paid to employees who spend more working hours than normal working hours.
- Employees work overtime only by agreement.
- A staff member should not work more than three hours overtime a day or 10 hours overtime a week.
- Staff must be paid 1,5 times the normal rate.
- Prior approval should be obtained from the head/manager before requesting staff to work overtime. (Any relevant answer) (Any 3 × 2) (6)

[24]

QUESTION 6

6.1
- Trait-based criteria – focus on personal characteristics of an employee.
- Outcomes-based criteria – what was accomplished rather than how it was accomplished.
- Behaviour-based criteria – specific behaviour that leads to job success.
- Performance appraisal – whether an employee meets the requirements of the job.
- Observation – employees are observed while completing their tasks.
- Volume of work – output and effective use of time.
- Feedback – employees provide regular feedback on their duties.
- Job knowledge – understands responsibilities, plans and organises work.
- Quality of work – accuracy, thoroughness and good judgement.

(Any relevant answer) (Any 3 × 2) (6)

6.2
- Planning – done to decide, in advance, what should be done, when and how, who should do it and the resources.
- Organising – management organises workers to implement the planned strategies so that they can do the work effectively. Tasks must be listed, grouped and allocated in logical units of task, authority responsible and resources.
- Leading – to give direction, influence and motivate individuals to perform the tasks allocated to them to achieve the objectives of the organisation.
- Control – measuring the performance and taking corrective action to ensure desired results. (Any relevant answer) (4 × 2) (8)

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6.3
- Competition
- New technology
- Training and development of staff
- Economic reasons
- Customer focus
- Staff empowerment
- Social structure
- International influence (Any relevant answer) (4 × 1) (4)

6.4
- It responds to external events or to internal pressure.
- It takes place urgently and there is little time for detailed planning.
- It usually happens in a top-down, authoritative manner.
- It may be costly since immediate and urgent needs have to be met.
- It is more likely to meet with more resistance since there is no time for consultation. (Any relevant answer) (4 × 2) (8)

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TOTAL SECTION B: 70
GRAND TOTAL: 100

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