higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

18 February 2025

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	C
	1.1.2	C
	1.1.3	A
	1.1.4	B
	1.1.5	A
	1.1.6	C
	1.1.7	B
	1.1.8	C
	1.1.9	D
	1.1.10	D

(10 × 1) (10)

1.2	1.2.1	D
	1.2.2	A
	1.2.3	L
	1.2.4	C
	1.2.5	E
	1.2.6	I
	1.2.7	J
	1.2.8	F
	1.2.9	H
	1.2.10	G

(10 × 1) (10)

1.3	1.3.1	True
	1.3.2	False
	1.3.3	True
	1.3.4	True
	1.3.5	False
	1.3.6	False
	1.3.7	True
	1.3.8	True
	1.3.9	True
	1.3.10	True

(10 × 1) (10)

TOTAL SECTION A: 30

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SECTION B

Answer all questions in SECTION B.

2.1 External service suppliers are service suppliers that are physically located outside the organization that needs their assistance.✓✓ They render their services from their own facility.✓✓ (2 × 2) (4)

2.2
- Proposals are accepted until the deadline for submission has passed. ✓✓
- A record is kept of each proposal received and the date of submission ✓✓
- The proposals are then sorted and evaluated against a set of predetermined criteria. ✓✓
- The service suppliers that best meet the criteria are placed on short list✓✓
- Those whose proposals were unsuccessful are notified in writing ✓✓
- The shortlisted candidates may be contacted for an interview and asked to make a presentation of how they will provide the service. ✓✓
- A finalist is chosen based on the outcome of the interview. ✓✓ (7 × 2) (14)

2.3
- Letters and faxes: ✓ A company can write a proposal letter to offer services to a client, ✓ or a confirmation letter to confirm an agreement reached with a client.
- Cards: ✓ A card can be used to extend one's congratulations or offering apology to a client. ✓.
- E-mails: ✓ This helps a business respond to customer inquiries promptly✓ and reduces waiting time for everyone involved.
- Memorandums: Memorandums are short document that summarises information about the business.
- Documentation: printed or photocopied information can be given to clients as a form of communication.
- Short message service (SMS): A company can use a text message to communicate informally with clients. (Any 3 × 2) (6)

2.4 2.4.1
- Numerical
- Files are arranged according to numbers or dates order. ✓✓
- The numbers can go from lowest to highest or vice versa✓✓
- Each new addition to the file is numbered consecutively

(Any 2 × 2) (4)

2.4.2
- Alphabetical
- Classification is based on names, subject matter or places ✓✓
- Files are classified according to letters of the alphabet. ✓✓
- If there are many entries, the second letter is also used (e.g. Ma)

(Any 2 × 2) (4)

2.5
- Performance measures
- Performance baseline
- Feedback from clients and stakeholders
- Improvements made
- A profit and loss statement.
- Through customer satisfaction
- Increase in number of new clients
- Adjustments made (Any relevant answer 6 × 1) (6)

[38]

QUESTION 3

3.1.1 Interview is a structured conversation where a panel from the company determine whether the applicant meet the requirements of the position.✓✓
(Any relevant answer 2 × 1) (2)

3.1.2
- CV submitted by the applicant:✓ It contains the applicant's personal profile, educational history, skills and summary of experience.✓
- Application form:✓ This document helps to identify the best candidate and eliminates those who do not qualify according to the selection criteria.✓
- Copies of the applicant qualifications:✓ They give the applicant a fair chance to prove that he or she is suitable for the job.✓
- Job specifications:✓ It tells job seekers what the company is looking for in a suitable applicant.✓
- List of interview questions:✓ It will ensure that all candidates are asked the same questions and their answers can be compared properly.✓
- Pre-employment test results:✓ It includes personality profiles, aptitude or medical tests.✓
- Interview grid: This document helps to ensure that the shortlist of candidates to be invited to an interview is compiled fairly

(Any 6 × 2) (12)

3.2
- Neat pair of trousers, a collared shirt with or without a tie for men✓✓
- A blouse and skirt, trousers or dress – not mini or tight skirts ✓✓
- Employees clothes should not display any pictures or slogans, unless it is that of the company✓✓
- Neat shoes or boots – no flip flops, slippers or sport shoes.
- Employees clothes should not have unusual or bold designs that are visually distracting

(Any relevant answers 3 × 2) (6)

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3.3
- No person may discriminate against an employee or job seeker for exercising any right conferred in the LRA. ✓✓
- No person may prevent any employee or job seeker from participating in any proceedings in terms of this Act. ✓✓
- No person may advantage, or promise to advantage, an employee exercising any right given by this Act ✓✓
- An employer may not force employees to give up their membership of a trade union or workplace forum or forbid them to join it. ✓✓
- An employer may not prejudice an employee because of that person's past, present or anticipated membership of the lawful activities of a trade union or workplace forum. ✓✓
- An employer may not prejudice an employee or a person seeking employment because that person fails or refuses to do something that an employer may not lawfully permit.
- An employer may not prejudice an employee or person seeking employment because that person has disclosed information that he or she is lawfully allowed to give to another person. (Any 5 × 2) (10)

[30]

QUESTION 4

4.1
- Performance baseline is the acceptable level of performance one can reasonably expect under normal circumstances.✓✓
- This is the way in which the management will want to know whether the goal is being achieved and whether the task is being accomplished.✓✓ (4)

4.2
- If the employer shortens the period of probation that was initially agreed upon without a reasonable excuse✓✓
- If the period of probation was not fixed beforehand and the employer suddenly decides it is over✓✓
- If the person did not receive proper instruction, training and guidance in the work✓✓
- If the person was unaware of the performance standards of a particular task✓✓
- If the employer did not point out the specific areas in which the person is incompetent
- If the person is simply fired and another hired to avoid giving people a permanent appointment;
- if the person is not allowed to have the representative object to the dismissal (Any relevant answer 4 × 2) (8)

4.3
- A list of meetings with employee about the matter
- All guidance, training and counselling offered
- All corrective measures taken
- Proof of verbal warning issued to employee
- Proof of first and second written warnings
- A copy of final written warning
- Proof of grievance procedures (Any 4 × 1) (4)

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4.4
- People might be taken away from their jobs to search for the document.✓✓
- The document is never found and information may be lost forever.✓✓
- The organisation may need to redo the document which takes time and money. ✓✓
- The organisation may not be able to enforce its rights if it cannot produce the document. ✓✓
- The employee looking for the documentation cannot respond to the query promptly.✓✓
- It takes much longer for the fault to be rectified.
- Misfiled documentation can delay a project.
- It slows down feedback or follow-up on a project.
- It may encourage the use of guessing or wrong facts.

(Any 5 × 2) (10)

4.5
- Theft / stolen items
- Risk to other items / life
- Access to confidential information
- Fraud on clients' information
- Loss of productivity
- Loss of valuable information
- Staff morale may be affected
- New procedures might be required
- Security will have to be improved (Any relevant answer 5 × 1) (5)

4.6
- Ensure that the item is no longer in use for that day/project✓✓
- Check it against the register that was signed when the item was taken from its place of safety✓✓
- Sign that the item has been returned✓✓
- Check it for any damage and if damaged, report to your senior and record it in the register
- See to it that item is in a good condition before storing it
- Place the item in the correct alphabetical or numerical order
- Check that the place of storage is neat and clean that there is no danger of damp.

(Any relevant answer 3 × 2) (6)
[37]

QUESTION 5

5.1 5.1.1
- Company standard is a set level of quality that the company aims to attain by its employees, services and products. ✓✓
- Code of conduct is a set of rules prescribing how people should behave in a certain group or setting. ✓✓

(Any relevant answer 2 × 2) (4)

5.1.2
- Foster a strong ethical climate,
- Ensure responsible business and personal behaviour
- Facilitate decision-making process,
- Ensure social responsibility;
- Regulate standards in an industry;
- Uphold international best practice;
- Comply with local, national and international laws;
- Ensure good governance
- Eliminate corruption
- Safeguard good labour / management relation
- Avoid human rights violation

(Any 6 × 1) (6)

5.2
- A good strategic plan spells out the company's identity✓ – It has to do with the organisation's vision, mission, values ✓
- A good strategic plan clarifies the company's position✓ - The company must be aware of its strengths, weaknesses, opportunities and threats.✓
- A good strategic plan identifies the company destination✓ - Strategic plan states the ideal the company is striving for✓
- A good strategic plan navigates the company towards its destination – Tactics and approaches are recorded in the company's strategic plan
- A good strategic plan clearly sets out the ways and means of evaluation -It gives performance baseline and measures for monitoring performance

(Any 3 × 2) (6)

5.3 Corporate strategy
Focus strategy
Differentiation strategy
Functional strategy
Business strategy
Operational strategy
Cost leadership strategy (Any 6 × 1) (6)

5.4
- Purpose:✓ It points out the direction in which the company is heading and makes the broad decisions of how to get there.✓✓
- Process:✓ The broad decisions are expressed in greater detail in the form of policies and procedures, priorities and goals.✓✓
- Prototype:✓ As a plan is being implemented, certain short-term goals will be achieved, and specific performance targets will be met. ✓✓
- Props:✓ The required financial and physical resources must be available to execute the strategic plan.✓✓

(4 × 3) (12)
[34]

QUESTION 6

6.1
- Step 1: Verify the required information✓ - The first step is to identify what is being asked for✓
- Step 2: Obtain permission to search for the information✓ - By telephone call or memorandum from superior of the departments.✓
- Step 3: Find the information✓ - Done in person or delegated, manually or electronically.✓
- Step 4: Process the information✓ - Gathered information needs to be presented in the correct format.✓
- Step 5: Copy the information✓ - Done by hand or through a networking system linked to a computerized photocopier. ✓
- Step 6: Dispatch the information✓ - It can be either by hand, e-mail, fax, registered mail or courier services.✓
- Step 7: Do follow-up✓ - Find out whether the information has been received and meet the person's expectations.✓ (7 × 2) (14)

6.2
- Recall the findings
- Monitor progress
- Take informed decisions
- Evaluate choices and decisions
- Assess projects
- Keep to the facts (Any 4 × 1) (4)

6.3
- Be consistent with the rest of the plan:✓ vision, mission, values and outcome.✓
- Be realistic and achievable within a given timeframe. ✓To avoid spending time and money in the wrong area.✓
- Be flexible:✓ To respond to new opportunities or economic changes✓
- Be measurable:✓ To determine whether the company is making progres.✓
- Must be in the correct logical order
- Must actively contribute to reaching the company goals.

(Any 4 × 2) (8)

6.4 Conflict usually arises from the following sources within an organisation:
- Limited resources
- Differences in opinion
- Bias
- Problems in the physical work environment
- Resistance to change
- Cultural differences
- Personality clashes
- Communication problems
- Inconsideration (Any 5 × 1) (5)

[31]

TOTAL SECTION B: 170
GRAND TOTAL: 200

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