higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

2 December 2024

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	False
	1.1.2	False
	1.1.3	False
	1.1.4	True
	1.1.5	False
	1.1.6	True
	1.1.7	True
	1.1.8	False
	1.1.9	True
	1.1.10	True
	1.1.11	True
	1.1.12	True
	1.1.13	True
	1.1.14	False
	1.1.15	False

(15 × 1) (15)

1.2	1.2.1	H
	1.2.2	N
	1.2.3	B
	1.2.4	M
	1.2.5	I
	1.2.6	G
	1.2.7	F
	1.2.8	A
	1.2.9	E
	1.2.10	C
	1.2.11	L
	1.2.12	Q`
	1.2.13	O
	1.2.14	P
	1.2.15	R

(15 × 1) (15)

TOTAL SECTION A: 30

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SECTION B

Answer all questions in SECTION B.

QUESTION 2

2.1 To provide Information Technology services, software resolutions and research and development services. (1)

2.2
- Internal clients includes company-employed staff as well as people who have a very close association with the company, even though they do not receive a salary✓✓ while
- External clients are people or entities that are independent of the company; they pay for the company's services and goods or the company pays for theirs.✓✓ (Any relevant answer 2 × 2) (4)

2.3
- Clarity – communicate in such a way that facts are understood and interpreted clearly. ✓✓
- Accuracy – information given to the client must be correct and accurate✓✓
- Honesty – fairness must be reflected in the way clients are treated✓✓
- Friendliness – clients must perceive that employees are easy to get along with, and that they are responsive to their queries✓✓
- Empathy – clients need to sense that you understand their feelings and can identify with their situation. ✓✓
- Conciseness – communication should be efficient, brief, and to the point with few wasted words
- Good manners – be polite and show respect and consideration towards client (Any 5 × 2) (10)

2.4
- When greeting a new client, stand up and smile and introduce yourself✓✓
- Make eye contact and introduce yourself before the client introduce him- or herself. ✓✓
- Do not embarrass the client in the process; do not comment on the person's name in a personal way. ✓✓
- You might recognise clients from a previous introduction but if they do not remember you, reintroduce yourself. ✓✓
- Employees are not allowed to use the person's first name until they receive permission to do so. ✓✓
- Never use informal titles such as "aunty" or "beautiful" etc,. Say "Miss" or "Sir" and do not change names into nicknames e.g. David into Davey.
- Be attentive, respond to any comment the client might make.

(Any 5 × 2) (10)
[25]

QUESTION 3

3.1
- This is a process of determining the most appropriate long-term objectives of the organization and set out how to achieve them. ✓✓
- It outlines the steps to be taken and activities to be performed for the next 3, 5, 10 or 20 years of the company's existence. ✓✓
- It is a company's action plan or road map for its business strategy that indicate the direction the company should take to achieve its goals

(Any relevant 2 × 2) (4)

3.2 3.2.1 The link with the company's vision and mission
- A company's vision defines where it wants to be in the future✓✓
- Its mission describes why the company exists, its overall purpose✓✓ (2 × 2) (4)

3.2.2 The link with the company's values
- A company's values reflect its culture and its ultimate priorities.✓✓
- It binds them to their vision and mission and keeps them true to their corporate culture. ✓✓
- All decisions and actions leading to and contained in their strategic plan should be based on the company's values

(Any 2 × 2) (4)

3.2.3 The link with the company's outcomes
- The strategic plan sets out clear end results, ways of reaching them and ways to measure progress. ✓✓
- Strategic planning makes provision for all kinds of unforeseen circumstances. ✓✓
- A good method for determining outcomes is to start by identifying where the company is now and then to stipulate where it wants to be. (Any 2 × 2) (4)

3.3
- Matrix: If a new product is to be developed or special research has to be carried out, individual specialists from the different functional areas of the company are assigned to that specific project. ✓✓
- Organic: A company with an organic structure is more open, there are fewer prescribed procedures and repetitive tasks and rules are more flexible. ✓✓
- Network: virtual structure is emerging in the private sector, business is no longer limited to an office in a building and can be conducted from anywhere owing to technology such as satellites, cell phones, wireless connectivity, the internet, laptops and video conferencing. ✓✓ (3 × 2) (6)

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3.4
- 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 5 × 1) (5)

3.5
- Real-time observation:✓
  - The information obtained is valuable, reliable or up to date✓✓
  - The quality of data does not depend on someone's memory or subjective interpretation
- Enhanced coordination:✓
  - It can be coordinated properly because performance monitoring is based on goals✓✓
  - Comparisons can be made between staff, departments or different projects
- Improved reporting:✓
  - Reporting will be based on measurable, factual observation✓✓
  - Managers can inform the staff in measurable terms how well they are doing in reaching the objectives.
- Informed intervention:✓
  - Results from performance monitoring will cast light on weaknesses and oversights in the strategic plan✓✓
  - New or neglected priorities can be identified and interventions designed around them
- Increased security:✓
  - Better communication among management and between management and workers will prevent misunderstandings, conflict and costly errors✓✓
  - The unfolding of the strategic plan can remain within the budgetary limits (Any relevant explanations 5 × 3) (15)

[42]

QUESTION 4

4.1
- Ethics: The code of principles and values based on morals that direct the behaviour of an individual or a group in terms of what is right or wrong and good and bad. ✓✓ (Any relevant answer) (2)
- Code of conduct: A document that lists the ethical behaviour that every member of a particular organisation or company is expected to follow✓✓ (Any relevant answer) (2)

4.2
- Report the violation of security to the right person in writing✓✓
- Report must include all the details and the names if possible✓✓
- Report must point to hard evidence to use assessing the extent of violation✓✓
- The person reporting may be required to testify at disciplinary hearing (Any relevant answer 3 × 2) (6)

4.3
- Other items might be at risk
- More might be damaged or stolen
- Could result in access to confidential information
- Security will have to be improved
- New procedures might be required
- Some items might be impossible or very difficult to replace
- Some items may be too expensive to replace
- Valuable information might be lost
- Staff morale may be affected
- The organization's reputation may be affected (Any 5 × 1) (5)

4.4
- Inconsistency in performance, evaluation and production
- Bias
- Poor communication and control
- Low morale
- Failure to succeed
- Reduce accountability
- Low performance levels (Any 5 × 1) (5)

4.5.1
- To advance economic development, social justice, labour peace and democratization of the workplace. ✓✓
- Provides framework within which employees, trade unions, employers, and employers organisations can collectively bargain✓✓
- Promote orderly collective bargaining and employee participation in decision-making. (Any 2 × 2) (4)

4.5.2
- To provide health and safety of employees in their working areas. ✓✓
- For protection of persons at work against hazards to health and safety arising out of the activities of persons at work✓✓
- Ensures that workers who are affected by occupational injuries and diseases are entitled to compensation (Any 2 × 2) (4)

4.5.3
- To provide the rules to ensure that there is fair and similar treatment of all people in the workplace. ✓✓
- To end unfair discrimination and implement affirmative action measures✓✓
- To ensure that all groups are equitably represented in all categories and levels in the workplace. (Any 2 × 2) (4)

4.5.4
- To develop the skill of workers, help in the improvement of productivity of the work place and promote the possibility of self-employment. ✓✓
- To improve the chances of previously disadvantaged people finding employment through education and training. ✓✓
- Encourages employers to use the workplace as learning environment to provide employees with new skills. (Any 2 × 2) (4)

[36]

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QUESTION 5

5.1 Manual filing refers to filing a hard copy or printed documents✓ while electronic filing refers to filing documents using a computer.✓ (2)

5.2
- Alphabetic method: ✓ It is based on names or subject matter or products and arranged according to letters of alphabet (E.g., "A", "B", "C", etc.) ✓✓
- Numerical method: ✓ Documents are arranged according to numbers, such as dates and serial numbers. (E.g., number 1, 2, 3) ✓✓
- Alpha-numerical method: ✓ Files are placed strictly according to the alphabet and numbers. (E.g. A1) ✓✓ (3 × 3) (9)

5.3
- The person cannot continue with the work process that requires the use of the particular item✓✓
- The person cannot finalize the enquiry or assignment✓✓
- People, such as clients or service providers are left waiting✓✓
- Proper control is compromised, as it is not sure whether the item has been misplaced, broken or stolen. ✓✓
- Time is wasted as people search for the missing items✓✓
- Employees may be discouraged by the negative image of the company and themselves that they are projecting
- A sense of aimlessness and lack of progress is introduced into the project
- If the substitute item has to be used, the results may be of a poor quality

(Any relevant answer 5 × 2) (10)

5.4
- 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 5 × 2) (10)

5.5
- The CV submitted by the applicant.
- Copies of applicant's qualifications
- Follow-up references
- Job specifications
- Promotional material about company
- List of interview questions
- Results of personality test, aptitude test
- Interview grid
- Rating scale (Any 7 × 1) (7)

[38]

QUESTION 6

6.1 6.1.1 An employer may not require or permit an employee to work

- more than 45 hours a week and 9 hours a day if the employee works 5 days a week ✓✓
- 8 hours a day if employee works more than 5 days a week✓✓
- Ordinary working hours may, by agreement, be extended by up to 15 minutes a day but not more than 60 minutes a week

(Any 2 × 2) (4)

6.1.2

- A public holiday may be exchanged with another day by agreement✓✓
- Employees must be paid their ordinary pay for any public holiday that falls on a working day, even though they are not at work on that day ✓✓
- Work on a public holiday is by agreement and paid at double the rate (Any 2 × 2) (4)

6.1.3 Employer may not require or permit an employee

- to work overtime except by agreement✓✓
- to work more than three hours overtime per day or more than ten hours overtime per week ✓✓
- Overtime must be paid at 1.5 times the employees' normal wages or paid time off by agreement (Any 2 × 2) (4)

6.2

- Members of National Defence Force
- National Intelligence Agency
- South African Secret Service
- Unpaid volunteers working for charity organisations
- Senior managerial employees
- Employees who work fewer than 24 hours a month (Any 3 × 1) (3)

6.3 6.3.1 Commission for Conciliation Mediation and Arbitration (2)

6.3.2

- Attempts to resolve workplace disputes by conciliation, mediation and arbitration✓✓
- Assists in the establishment of workplace forums and statutory councils✓✓
- Compiles and publishes information and statistics about its activities✓✓
- Considers applications for accreditation and subsidy from bargaining councils✓✓
- Provide advice regarding procedures in terms of the Act
- Assist any party to a dispute in obtaining legal advice, assistance or representation (Any 4 × 2) (8)

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6.3.3

- Where independent contractors are involved
- Where the case does not deal with an issue in the Labour Relations Act
- Where a bargaining council or statutory council exists for that sector
- Where a private agreement exists for resolving disputes (4)

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TOTAL SECTION B: 170
GRAND TOTAL: 200

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