higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

10 November 2022

This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1 Resource allocator
2.2 External environment
2.3 Decision-making
2.4 Organisational structures
2.5 Span of control
2.6 Workplace forums
2.7 Customers
2.8 Occupational Health and Safety Act
2.9 Basic Conditions of Employment Act
2.10 Lockout

(10 × 1) **[10]**

QUESTION 3

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

(10 × 1) **[10]**

TOTAL SECTION A: 30

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SECTION B

QUESTION 4

4.1
- Unable to perform his/her task properly.
- Individual is not productive.
- Making mistakes – wastage of material at a high cost.
- May create mistakes.
- Organisational goals are not achieved.
- Regularly absent from work.
- Confusion, uncomfortable and unhappy if his/her roles are not clear.
- Negative influence on relationships within the organisation.

(Any relevant answers 3 × 2) (6)

4.2
- Trait-based criteria
- Behaviour-based criteria
- Outcomes-based criteria
- Performance appraisal
- Observation
- Feedback
- Peer appraisal

(Any relevant answers 4 × 1) (4)

4.3
- Make sure the praise is specific.
- Treat employees like adults.
- Be clear about your expectations.
- Show that you have confidence in you employees.
- Keep people informed.
- Involve them in making decisions.
- Involve them in setting objectives for their work.
- Challenge people by delegating appropriately.
- Allow them to grow.
- Invest time and money in training and mentoring.
- Give regular feedback to employees about how they are performing.

(Any relevant answers 4 × 2) (8)

4.4
- Strategic planning
- Operational planning
- Functional planning (3)

4.5
- Honesty helps to build a reputation of integrity.
- It will give the organisation a reputation of reliability.
- Clients will keep coming back.
- Honesty helps you gain respect, which can result in success and profits.
- It will ensure business sustainability.
- Creates and maintains long-term business relationships.
- Honesty attracts more clients.
- Creates an open environment where staff may feel safe to tell the truth.

(Any relevant answers 4 × 1) (4)

[25]

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QUESTION 5

5.1
- Planning✓ – is done in order to decide, in advance, what should be done, when it should be done, how it should be done, who should do it and the resources required.✓
- 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 lead is to direct, influence and motivate individuals to perform the task allocated to them in order to achieve the objectives of the organisation.✓
- Controlling✓ – is the process of measuring performance and taking corrective action to ensure desired results.✓ (Any relevant answers 4 × 2) (8)

5.2
- Contract of sale
- Credit agreement
- Contract with an independent contractor
- Contract of agency
- Contract of employment
- Contract of mandate (Any relevant answers 4 × 1) (4)

5.3
- Selection of staff
- Code of ethics
- Decision-making rules
- Professional goals
- Ethics training
- Formal protective mechanism
- Independent social audit (Any relevant answers 4 × 1) (4)

5.4
- An 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.✓
- Examples of ethical and unethical behaviour✓ – It is important for organisation to give examples of ethical and unethical behaviour.✓
- Ethical and conduct guidelines and guidance on practices✓ – An organisational code of conduct should include ethical and conduct guidelines and guidance practices. ✓
- Specific rules of conduct✓ – The organisation should state specific rules of behaviour within the workplace.✓

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- Customer-supplier relationships✓ – The code should state commitment to the organisation's code of conduct, which should be signed by employees. ✓
- Confidentiality of corporate information✓ – Every organisation has information that they would like to keep confidential, as the leak of such information could cost the organisation money.✓

(Any relevant answer 5 × 2) (10)
[25]

QUESTION 6

6.1
- Top management must support the changes.
- Assigning responsibility for change to a change agent.
- Make sure that there is a need for change.
- Ensure that the changes do not work against the organisation's norms and values.
- Ensure that the proposed change will benefit the individual as well as the organisation.
- The change process must be evaluated regularly.

(Any relevant answers 4 × 2) (8)

6.2
- Selective perception
- Habit
- Inconvenience or loss of freedom
- Economic factors
- Security in the past
- Fear of unknown
- Peer pressure
- Set perceptions
- Low tolerance for change
- Different assessments
- General factors (Any relevant answers 3 × 1) (3)

6.3
- Education and communication
- Participation and involvement
- Facilitation and support
- Manipulation and co-optation
- Coercion
- Negotiation and rewards (Any relevant answer 3 × 1) (3)

6.4 Misconduct✓

- When an employee deliberately or carelessly breaks a rule at the workplace by, for instance, stealing.✓

Incapacity✓

- When an employee cannot work properly due to illness or injuries.✓

Operational requirements✓

- When the company dismisses an employee due to financial problems, such as retrenchment✓

Poor performance or incompetence✓

- Termination due to lack of productivity or poor quality of work by employees✓

Termination through agreement✓

- When the employer and employee agree to bring a contract of employment to an end in accordance with an agreement. For example, in case of apprenticeship, contract came to an end.✓

Expiration of the agreed period of employment✓

- By the employers when the employee dies before the expiration of the period of employment✓

Termination due to mutual mistakes✓

- When parties involved are mistaken about facts stated in the contract of employment. Both parties involved sign or enter into a contract under a mistaken assumption.✓ (Any relevant answer 3 × 2) (6)

[20]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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