higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

10 November 2022 (Y-paper)
13:00–16:00

This question paper consists of 8 pages.

243Q1N2210

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TIME: 3 HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Start each section on a new page.
5. Use only a blue or black pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Which ONE of the following is the maximum ordinary weekly hours for an employee?

A 95 hours
B 35 hours
C 120 hours
D 45 hours

1.2 In general, an/a … is defined as any person working for an organisation in exchange for remuneration.

A Employee
B Independent contractor
C Workplace forum
D Organ

1.3 … is an employment policy aimed at addressing the past discriminatory practices that caused imbalances in the workplace.

A Affirmative action
B Aero
C Ethics
D Induction policy

1.4 This type of a leader is passive and non-committal.

A Autocratic
B Supportive
C Participative
D Laissez-faire

1.5 … involves assigning certain responsibilities to subordinates and holding them accountable for the achievement of predetermined objectives within the areas of responsibility.

A Accountability
B Motivation
C Responsibility
D Controlling

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1.6 … is the arrangement of records in the order in which they are to be filed.

A Coding
B Indexing
C Sorting
D Cross-referencing

1.7 … consists of combined and structured learning and work experience components.

A Learnership
B Lifelong learning
C Artisanship
D internship

1.8 … is a process of managing change in an organisation.

A Maximisation
B Quality
C Change management
D Planned change

1.9 These records include the contract of employment between the company and staff members. It is a binding document.

A Client records
B Personnel records
C Agreements
D Job descriptions

1.10 The process of getting work done through the efforts of others.

A Promotion
B Responsibility
C Delegation
D Job descriptions

(10 × 1) **[10]**

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QUESTION 2

Choose ONE term from the list below for each of the following descriptions and write it next to the question number (2.1–2.10) in the ANSWER BOOK.

entrepreneur; external environment; organising; resource allocator; decision-making; organisational structures; Basic Conditions of Employment Act; Occupational Health and Safety Act; workplace forums; lockout; customers; internal environment; span of control

2.1 The manager is responsible for the management of his/her own time and also how and to whom the resources of the business should be allocated.

2.2 Things that happen outside or beyond the limits of the organisation.

2.3 Managers need to make decisions about the best way to achieve the objectives of the term.

2.4 Is the way in which job tasks are formally divided, grouped and coordinated.

2.5 It refers to the number of employees reporting directly to a manager.

2.6 Are structures that are made up of representatives from workers and junior management employees.

2.7 People with certain behaviour and particular needs that need to be satisfied for the business to function.

2.8 Covers all areas of employment and the use of machinery, which means that employees such as designers, suppliers and installers of machinery and equipment are included.

2.9 To ensure that working conditions of unorganised and vulnerable workers meet minimum standards and are socially acceptable in relation to the level of development of a country.

2.10 Means the exclusion by an employer of employees from the employer's workplace, for the purpose of compelling the employees to accept a demand in respect of any matter of mutual interest

(10 × 1) (10)

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QUESTION 3

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–N) next to the question number (3.1–3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
3.1	The broad guidelines of an enterprise, which guide managers and workers in making decisions	A	right to work
		B	annual leave
3.2	The process that we follow to achieve our goals	C	values
		D	ethics
3.3	The date and time by which something must be done	E	procedure
3.4	The democratic right of a worker to find employment and to perform the job willingly	F	deadline
		G	sick leave
3.5	Training is of critical importance in South Africa	H	policy
3.6	Involves communicating with and motivating others to perform the tasks	I	leading
		J	Skills Development Act No 97 of 1998
3.7	The code of principles and values based on morals that directs the behaviour of an individual or group in terms of what is right or wrong	K	maternity leave
		N	Labour Relations Act No 66 of 1995
3.8	Certain way of doing things is preferable to another		
3.9	Employees are entitled to three weeks fully paid leave after every twelve months of continuous employment		
3.10	An employee is entitled to six weeks paid leave for every thirty-six months of continuous employment.		

(10 × 1) (10)
[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 4

Read the article below and answer the questions:

LEBOLA MANUFACTURING COMPANY

John Chauke is the CEO of Lebola Manufacturing Company. This well-established company has been in existence for more than 10 years. This company employs FIVE managers in the following departments: human resources, production, finance, skills development, and labour relations.

These managers have been employed to manage various sections, but John Chauke has never motivated his managers. When documents need to be signed for purchasing raw material, he does not do them in time. As a result, the organisation might not deliver products to the market on time. He acts in an autocratic manner and refuses to be advised.

He dismissed one of his managers for late delivery, without consulting either the labour relations or human resources manager. His employees are unhappy about his actions as he acts autocratically. They would like to see change in the workplace. They requested a meeting with him. When staff members reported the matter to their union representatives, he became angry and accused them of acting unethically.

4.1 Explain any THREE possible consequences if John Chauke does not understand his role in an organisation. (2 × 3) (6)

4.2 Identify FOUR criteria which John could use to evaluate performance of his employees. (4)

4.3 These managers have been employed to manage various sections, but John Chauke has never motivated his managers.

Explain FOUR methods which John could use to motivate employees. (8)

4.4 Identify THREE types of planning for different levels of management in an organisation. (3)

4.5 List any FOUR reasons why honesty is important in business dealings. (4)

[25]

QUESTION 5

This company employs FIVE managers in the following departments: human resources, production, finance, skills development, and labour relations.

5.1 Explain the FOUR basic management activities which departmental managers of Lebola Manufacturing Company are expected to perform (4 × 2) (8)

5.2 List any THREE contracts or agreements which John could implement. (3)

5.3 "They requested a meeting with him. When staff members reported the matter to their union representatives, he became angry and accused them of acting unethically."

Identify FOUR steps that John could take to improve ethical behaviour. (4)

5.4 Explain any FIVE essential elements of code of conduct. (5 × 2) (10)
[25]

QUESTION 6

6.1 Explain FOUR factors which John should consider when planning to implement change. (4 × 2) (8)

6.2 List THREE reasons which could influence employees of Lebola Manufacturing Company to resist change. (3)

6.3 Identify THREE methods which John could use to overcome employees' resistance to change. (3)

6.4 Explain any THREE conditions under which John could terminate employment according to Basic Conditions of Employment Act. (3 × 2) (6)
[20]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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