higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

21 November 2023

This marking guideline consists of 5 pages.

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SECTION A

QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1 organisational culture
2.2 values
2.3 ethics
2.4 Employment Equity Act
2.5 accountability
2.6 strategic planning
2.7 Labour Relations Act
2.8 job enlargement
2.9 internal environment
2.10 belief system

(10 × 1) **[10]**

QUESTION 3

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

(10 × 1) **[10]**

TOTAL SECTION A: 30

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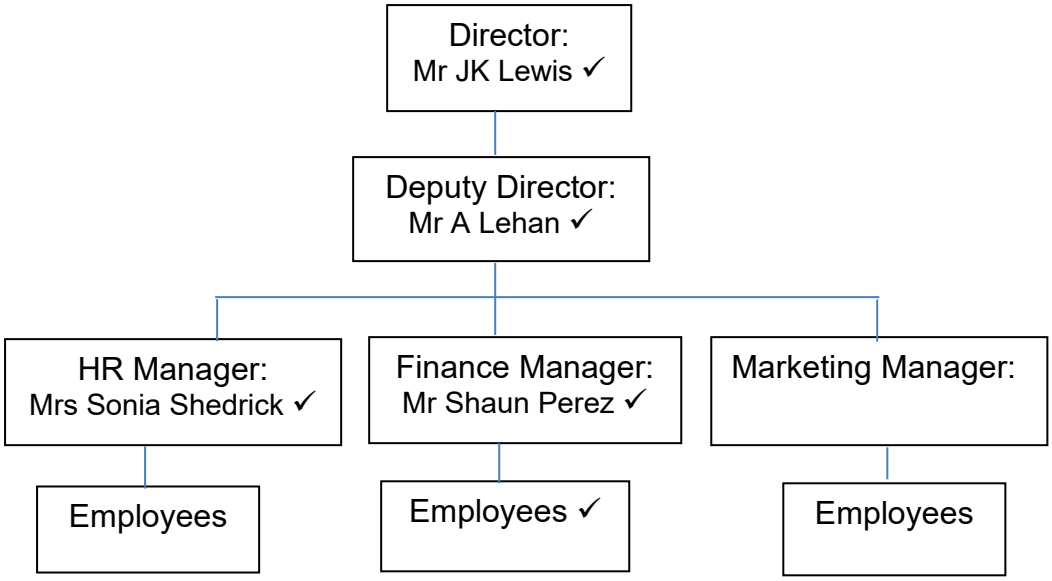
SECTION B

QUESTION 4

4.1



(5)

4.2

- Misconduct:✓ when an employee deliberately or carelessly breaks a rule at the workplace✓
- Incapacity:✓ when an employee cannot work properly due to illness or disability✓
- Operational reasons:✓ when the company experiences financial problems, e.g. retrenchment✓
- Poor performance or incompetence✓: termination due to lack of productivity or poor quality of work by employees✓
- Failure or refusal to work: employees are engaged in illegal strike
- Dishonesty in sphere of work: includes stealing, fraud, accepting bribes, etc.
- Disloyalty to the employer: employee competes with employer's business
- Deliberate or continued absenteeism: where there is no valid reason

(Any relevant 4 × 2) (8)

4.3

- Be sympathetic.
- Understand perception.
- Ensure privacy.
- Listen without interruption.
- Analyse the situation
- Identify the real problem.
- Do not take a grievance personally.
- Do not answer if you do not know.
- Do not make promises that you cannot keep.
- Summarise and confirm in writing to the employee. (Any 4 × 1) (4)

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4.4
- Electronic storage✓ - located inside computer and on CD or flash drives✓
- Paper-based storage✓ - located in filing cabinets or archives✓
- Micro-fiche, which is a form of photograph reduced to take little space

(Any relevant explanation 2 × 2) (4)
[21]

QUESTION 5

5.1
- Good working conditions✓✓
- Competitive wage and salary structure✓✓
- Healthy and safe work environment✓✓
- Job security and secured working conditions✓✓
- Insurance and medical aid scheme✓✓
- Recognition and appreciation
- Giving employees responsibilities
- Rewards and benefits
- Interesting and challenging tasks
- Promotion and advancement opportunities
- Career development (Any relevant 5 × 2) (10)

5.2
- Trait-based criteria✓ – focus on personal characteristics of an employee✓
- Behaviour-based criteria✓ – specific behaviour that lead to job success✓
- Outcome-based criteria✓ – what was accomplished rather that how it was accomplished✓.
- Performance appraisal – whether employee meets requirements of the job
- Observation – employees are observed while completing their tasks
- Feedback – employees provide regular feedback on their duties
- Job knowledge – understands responsibilities, plans and organises work.
- Volume of work – output and effective use of time
- Quality of work – accuracy, thoroughness and good judgement.

(Any relevant 3 × 2) (6)

5.3
- Motivates employees to work towards the organisation's goals✓✓
- Ensures that employees are loyal and committed to the organisation✓✓
- Teaches employees to treat each other and customers with respect✓✓
- Creates cooperation with management and with one another
- Promotes open and honest communication
- Promotes sharing of knowledge and skills (Any 3 × 2) (6)

5.4
- Codes of ethics
- Ethics training
- Professional goals
- Decision-making rules
- Staff selection
- Independent social audits
- Formal protective mechanism
- Comprehensive performance appraisal

(Any 4 × 1) (4)
[26]

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QUESTION 6

6.1
- Training and development of staff
- New technology
- Staff empowerment
- Economic reasons
- Customer focused
- Competition
- Social structures and reasons
- International influence (Any relevant 5 × 1) (5)

6.2
- 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 the top-down, authoritative manner✓✓
- It is likely to meet with more resistance since there is no time for consultation
- It may be costly since immediate and urgent needs have to be met

(Any relevant 3 × 2) (6)

6.3
- Respecting confidentiality is an ethic that is expected from all people. ✓✓
- When confidentiality is breached, one feels betrayed and exposed. ✓✓
- Competitors might steal your ideas when confidentiality is breached✓✓
- Signing a contract with a confidentiality clause means you promise not to give anyone any information about the company.
- Generally, you should not talk to outsiders about any sensitive information of your company (Any relevant 3 × 2) (6)

6.4
- Understanding the code of conduct:✓ The code explains how employees should use the knowledge gained from the document.✓
- Conflict of interest:✓ The code should explain values that are important to the performance of employees such as confidentiality.✓
- Group funds and property:✓ The code sets out how the property and funds of the company should be treated by employees.✓
- Customer/Supplier relationship: The code should state how it expects employees to conduct themselves when they are dealing with the organisation's clients and suppliers.
- Purpose of the code: The code should inform people of the expectations regarding ethical behaviour within the company.
- Policy: The company must be committed to a policy of integrity in all its dealings with its customers and suppliers. (Any relevant 3 × 2) (6)

[23]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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