higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

21 November 2023 (Y-paper)
13:00–16:00

This question paper consists of 8 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 2
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 black or blue 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 correct answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Forces of change that come from outside the enterprise:

A Internal change
B Planned change
C External change
D Change agent

1.2 Someone who is not directly affected by change may actively resist it to protect the interests of his/her friends and co-workers:

A Peer pressure
B Fear of unknown
C Different assessment
D Selective perception

1.3 … is the process of managing the implementation of change.

A Change management
B Internal change
C External change
D Process change

1.4 An enthusiast for change who passes his/her enthusiasm on to others to accept change:

A Reactive change
B Planned change
C Forced change
D Change agent

1.5 An employee is entitled to six weeks paid leave for every 36 months of continuous employment:

A Annual leave
B Sick leave
C Maternity leave
D Family responsibility leave

1.6 ... are structures that are made up of representatives of employees and junior management.

A Trade unions and employer organisations
B Workplace forums
C Dispute resolutions
D Collective agreements

1.7 The … policy of an organisation is the expression of top management's philosophy towards the human resources of the organisation.

A human resources
B employment relations
C collective agreements
D organisational

1.8 The focus is on the enhancement of the quality of education and training:

A Learnerships
B Internships
C Skills Development Act 97 of 1998
D Employment Equity Act

1.9 ... can be defined as selection based on some criteria of one behaviour from two or more possible alternatives.

A Communication
B Decision making
C Responsibility
D Accountability

1.10 ... comprises the broad guidelines of an enterprise that guides managers and employees in making decisions.

A A policy
B A procedure
C Organogram
D Ethics

(10 × 1) **[10]**

QUESTION 2

Give ONE term for each of the following descriptions by writing it next to the question number (2.1–2.10) in the ANSWER BOOK.

Labour Relations Act; belief system; Employment Equity Act; strategic planning; accountability; job enlargement; operational planning; dispute resolution; values; organisational culture; registration for payment; ethics; internal environment

2.1 Way in which things get done in an enterprise

2.2 Things we deem to be important in life.

2.3 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

2.4 Implements the affirmative action measures to redress the disadvantages in employment experienced by designated groups in the past

2.5 Obligation to exercise responsibility, create order and account for actions

2.6 Long-term planning normally at senior management level

2.7 Advances the economic development, social justice, labour peace and democratisation in the workplace

2.8 Increasing the scope or diversity of a job by adding to the number of tasks a person performs

2.9 Environment containing all systems, processes and people within an organisation

2.10 Set of principles, instructions and guidelines that individuals choose to accept and follow

(10 × 1) **[10]**

QUESTION 3

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

COLUMN A		COLUMN B	
3.1	Administrative service in an enterprise that is responsible for creating and maintaining systematic procedures	A	communication
3.2	Person or company that purchases goods and services	B	organogram
3.3	Action or behaviour on the part of the authority in an organisation aimed at restraining all employees from behaviour that threatens to disrupt the function of the organisation	C	control
3.4	Any feeling of dissatisfaction, injustice or unfair treatment	D	honesty
3.5	Date and time by which something must be done	E	leadership
3.6	Process of comparing desired results with actual results and taking corrective action where necessary	F	cultural diversity
3.7	A process of transmitting information and ideas to another person or group of people	G	grievance
3.8	Inclusion of people who belong to various cultural groups or people with different human qualities in the workplace	H	procedure
3.9	Telling the truth and dealing with people in an open and fair way	I	records management
3.10	Formal structure of an organisation with staff names plotted on the structure indicating each member's position	J	discipline
		K	deadline
		L	customer

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

QUESTION 4

AHS (Pty) Ltd

AHS is a company that provides services to people who require household products. It is a leading company in its area with commercial products. It has a director, Mr JK Lewis, who manages the entire institution together with the deputy director, Mr A Lehan; HR manager Mrs Sonia Shedrick, who deals with all HR processes including recruitment; finance manager, Mr Shaun Perez, who deals with the company finances; and a marketing manager who deals with all marketing processes related to the products.

In each section there are other employees who assist the managers in reaching the objectives of the organisation. Some of these employees have dependants.

Operating hours are from 08:00 to 17:00 from Monday to Friday and 09:00 to 14:00 on Saturdays. The company is not open on Sundays. There is a tea break of 30 minutes and a lunch break of 60 minutes.

In managerial positions, there is only one female out of four managers. In lower-level positions there are 25 females and 26 males operational. 15 females and 10 males are on contracts. 10 females and 16 males are permanent employees. They rotate on their shifts to reach a maximum of 45 hours a week. Their contracts are being renewed after two years. It is the responsibility of the human resources department to ensure that contracts have been signed before employees commences with work

Due to complaints raised by employees about the lack of modern equipment, AHS decided to introduce some changes to accommodate their requests. When staff members speak to their union representatives, the AHS manager gets very angry and accuses them of being troublemakers. He told them that whatever happens in his business should remain confidential or else employees will lose their jobs.

4.1 Use the given information to draw an organogram or organisational structure of AHS. (5)

4.2 Explain FOUR conditions under which employment can be terminated according to the Basic Conditions of Employment Act. (8)

4.3 State FOUR golden rules to follow when grievances arise in an organisation. (4)

4.4 Explain TWO locations of records within the AHS environment. (4)

[21]

QUESTION 5

In each section there are other employees who assist the managers in reaching the objectives of the organisation. Some of these employees have dependants.

5.1 Briefly explain FIVE methods that AHS managers could use to motivate employees. (10)

5.2 Explain any THREE criteria that the AHS human resource manager could use to evaluate the performance of employees. (6)

5.3 Give THREE reasons why trust is important in an organisation. (6)

5.4 List FOUR methods to improve ethical behaviour in a company. (4)

[26]

QUESTION 6

Due to complaints raised by employees about the lack of modern equipment, AHS decided to introduce some changes to accommodate their requests.

6.1 Give FIVE reasons for change in an organisation. (5)

6.2 Describe THREE elements of reactive change. (3 × 2) (6)

6.3 He told them that whatever happens in his business should remain confidential or else employees will lose their jobs.

Briefly explain to the AHS manager the importance of respecting confidentiality in the workplace. (3 × 2) (6)

6.4 Discuss THREE essential elements of the code of conduct in an organisation. (3 × 2) (6)

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TOTAL SECTION B: 70
GRAND TOTAL: 100

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