higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

6 December 2023

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	C
	1.1.2	G
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	1.1.4	F
	1.1.5	I
	1.1.6	H
	1.1.7	D
	1.1.8	K
	1.1.9	B
	1.1.10	M

(10 × 1) (10)

1.2	1.2.1	True
	1.2.2	True
	1.2.3	True
	1.2.4	True
	1.2.5	True
	1.2.6	True
	1.2.7	True
	1.2.8	True
	1.2.9	False
	1.2.10	True

(10 × 1) (10)

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1 2.1.1

- It is necessary so that suitable candidates for the job are identified from among all applicants.
- It is necessary so that the recruit can answer a series of questions that will determine their ability to meet the requirements of the organisation.
- It is necessary so that the candidates are screened for their suitability for the position, their abilities and whether they will be fit into the team. (Any 2 × 2) (4)

2.1.2

- Applicant-based questions – these are types of questions that draw information from the interviewees about themselves.✓✓ These questions are about their personal life, education and training, career history and work experience, skills and achievement, career plans and future goals.✓✓
- Task-based questions – These questions zoom in closer on the requirements of the particular tasks for which the person might be appointed.✓✓ These questions include types of worker, directly related experience, other useful experience, directly related skills.✓✓
- Company based question – These questions introduce the candidate to the working environment and conditions he or she can expect when working at the employer's company.✓✓ These questions include availability, working hours, terms and conditions of employment, company culture and code of conduct.✓✓ (3 × 4) (12)

2.1.3

- Decide beforehand what the focus of the interview will be.
- Prepare a balanced variety of questions.
- Ask intelligent, clear questions that have been thought through.
- Identify crucial questions that all interviewees will have to answer.
- Set the questions in the correct order.
- Determine the length of the interview by the number of questions.
- Keep track of where they are in the interview.
- It helps not to get sidetracked into irrelevant issues.
- Be certain that he or she gets all the relevant information from the candidate.
- It will assure the interviewee that the most important matters have been addressed.
- Write keywords alongside the questions to refresh his or her memory later. (Any 10 × 1) (10)

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2.1.4
- Questions about applicant's race
- Gender, for example male or female
- Ethnic origin, for example, Xhosa, Zulu, British
- Social origin, for example, lower or middle class
- Age, for example, school leaver, young adult, middle or old age
- Disability, for example, deaf, wheelchair-bound or amputee
- Religion, for example, Catholic, Hindu
- Beliefs or personal convictions
- Political affiliation, for example, which political party the candidate supports
- Culture
- Language
- Marital status
- Family responsibility (Any 6 × 1) (6)

2.2 2.2.1 Skills Development Act (1)

2.2.2
- To develop the skills of workers, help to improve productivity of the workplace and promote possibility of self-employment
- It improves the chances of previously disadvantaged people finding employment through education and training.
- Increase the levels of investments in education and training in the labour market.
- It uses the workplace as an active learning environment to provide employees with an opportunity to acquire new skills.
- It encourages workers to participate in leadership and other training programmes.
- It assists work-seekers to find work. (Any 2 × 1) (2)

[35]

QUESTION 3

3.1 3.1.1 Clients are people that buy and use the company's goods and services. (2)

3.1.2 An internal client includes staff employed by the company as well as people who have a very close association with the company, even though they do not take a salary,✓✓ while external clients are those people or entities that are independent of the company, and pay for the company's services and goods, or the company pays for theirs.✓✓ (2 × 2) (4)

3.1.3
- They purchase company products or services.
- They generate revenue for the organisation.
- They can recommend products to other clients.
- It helps an organisation to collect and analyse data on market and consumer behaviour.
- It helps in improving the brand loyalty of the company.
- It improves company reputation.
- Contributes to the growth of the economy. (Any 4 × 2) (8)

3.2 3.2.1
- Any personal information about management, employees or clients of the company
- Financial statements and projections of the company
- The minutes of the annual general meeting of the company
- Records of strategic planning done by the company
- Intellectual property
- Researched and developed information
- Invoices, delivery notes and waybills
- Itinerary of CEO when he is on an important trip (Any 6 × 1) (6)

3.2.2
- Personal information – if a person's personal information falls into the wrong hands, it can be misused to his detriment.
- Duplication of invoice, delivery notes or waybills can be used by fraudsters to circumvent physical security at a manufacturing facility's gates.
- If competitors become aware of specific information or rare abilities of the company's employees and know how much those employees earn, they can easily lure them away with lucrative money offers.
- Inside knowledge and other matters like strategic planning and tenders that are out, can be used by rivals to jeopardise the company's efforts and to swing matters in their favour.
- Intellectual property is unique to the company and is very valuable.
- Some of the documents originate from outside the company. If lost, it will be not easy to get them again. Therefore, they will need more care, as they might not be replaced as easily as those that were produced internally.
- Some items or documents hold sensitive information which is very valuable to a company. This includes its databases, mailing lists, donor lists, research findings, product specifications and financial statements.
- Contracts, tenders, deeds, proof of ownership, agreements, treaties, wills and the like are valuable as they bear original signatures and are proof of a legal and binding transaction or arrangement.
- Some items or documents might have a high monetary value; others might be valuable because they are old, rare, unusual or sentimental value to the company.

(Any 5 × 2) (10)

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3.2.3
- Keep the files locked away at all times.
- Mark all papers and files confidential.
- Do not lend files to people who don't have permission to read them.
- Do not leave valuable items lying around on desk and tables.
- Always carry valuable items in an envelope, folder or file cover.
- Only allow people who have permission to enter the filing area.
- Have passwords.
- Enforce access rights. (Any 4 × 1) (4)

[34]

QUESTION 4

4.1 4.1.1 Dress code is guidelines on how employees should be dressed when at work, and sometimes even when attending work-related functions. (2)

4.1.2
- It ensures a professional appearance.
- Customers are able to identify the staff. (2)

4.1.3
- Inconsistency in performance – if employees fail to comply with organisational policy, it could lead to inconsistency within the organisation. The quality of the service provided may fluctuate.
- Low performance levels – failure to follow organisational policy can result in poor organisational performance. The performance of one individual can have a ripple effect across the entire business, resulting in a widespread loss of motivation, lower productivity and a decrease in customer satisfaction. (2 × 2) (4)

4.2
- Competence
- Integrity
- Professionalism
- Performance
- Responsibility and accountability
- Respect for people's rights and dignity
- Excellence in service delivery (Any 3 × 1) (3)

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4.3
- Clarity – employees should communicate in such a way that the situation and all the facts are understood and they are interpreted clearly.
- Accuracy – information given to client should be correct and accurate. Verify what the client had said is a true representation of the situation.
- Honesty – employee's personal integrity, sincerity and fairness will be reflected in the way they treat clients. If their communication is truthful, it will establish trust between clients and employees.
- Friendliness – clients should perceive that employees are easy to get along with, that they are responsive to their queries and comments and that they are kindly and sociable persons.
- Empathy – communication should demonstrate that they care enough about clients to give them full attention and assistance.
- Conciseness – communication should be efficient, brief and to the point.
- Good manners – be polite and show respect and consideration towards clients. (Any 3 × 2)

(6)

4.4 4.4.1
- Be a good listener and think before you reply.
- Remain modest and do not exaggerate anything.
- Speak in a gentle and friendly voice.
- Do not refuse food or drink that is offered at the meeting, but remember to exercise self-control.
- Compliment the person on his or her skills or achievements.
- Don't get drawn into an argument.
- Stay calm and respectful.
- Don't make jokes that involve sex, politics, gender or race.
- Don't use rude language.
- Don't criticise or insult another client. (Any 3 × 1) (3)

4.4.2
- Handshakes – proper handshakes and only if the clients allow you to do so
- Bow – a slight bow is polite.
- Eye contact – maintaining eye contact shows that you are trustworthy.
- Signs – avoid making signs.
- Appearance – impressions or good image are important in a business. (Any 3 × 1) (3)

4.5
- This will prevent disputes about unfair labour practices.
- If differences are resolved fairly, it will reduce feelings of frustration, resentment or anger.
- It could defuse potentially unpleasant or even dangerous situations.
- It helps to bringing people together once an issue is put to rest.
- Resolving conflict and grievances can lead to greater efficiency and goal achievement.
- It helps in building proper relationships among employees and employer.
- Effectively resolving workplace conflict means that employees can get on with their jobs, saving time and money and stabilising workplace relationships.
- If conflict in the workplace is not resolved properly, it could have many negative consequences. (Any 6 × 2) (12)

[35]

QUESTION 5

5.1 5.1.1 A disciplinary policy is a reprimand or corrective action in response to employee misconduct, violation of rules, or poor performance. (2)

5.1.2
- Simple language must be used so that all employees understand the procedure and know what they should do. This means that procedure must be clear and accessible.
- A disciplinary code must be comprehensive and complete.
- The procedure must conform to the principles of natural justice. This means that the incident must be investigated, and the punishment should match the offence. (3 × 2) (6)

5.2 5.2.1 Growth strategy in the business focuses primarily on how a business will generate growth. For example, a company may decide to increase their market share and thereby increase demand for a product. (2)

5.2.2
- Inflexibility✓ – failure to cooperate among all stakeholders can affect growth strategy implementation. Arguments among stakeholders must be avoided.✓
- Executive obsolescence✓ – Due to changes in the internal environment, the knowledge and experience of organisational members may become irrelevant. Therefore, the strategic planning process must be a learning process for managers, which helps them to stay abreast of changes in the environment.✓
- Disloyalty✓ – Some managers develop a misguided loyalty to their particular operation rather than to the organisation as a whole.✓
- Values, styles and traditions✓ – if a culture is too strong, managers may not recognise the significance of environmental changes. This makes them reluctant to modify their priorities or shift strategic resources.✓ (Any 4 × 2) (8)

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5.3
- Props
- Purpose and objectives
- Process
- Prototype
- Resources
- Mission statement
- Vision statement
- Division of labour (Any 4 × 1) (4)

[22]

QUESTION 6

6.1 6.1.1
- Improve reporting.
- Reporting will be based on measurable, factual observations.
- The performance data can be represented in graphical format so that progress is clear at a glance.
- Staff can be informed in measurable terms how well they are doing in reaching various objectives.
- It is possible to give constructive, detailed feedback to the staff.

(Any 3 × 2) (6)

6.1.2
- Enhance coordination
- It can be coordinated properly.
- Inspections and assessments can be harmonised so that they take place at the most suitable time and reveal the most meaningful results.
- Comparisons can be made between staff, departments, different projects or the different phases of a project.
- It ensures that everyone is working towards the same goals.

(Any 3 × 2) (6)

6.1.3
- Real-time observation
- The manager or supervisor can check the use of resources – are they being used optimally? Are the human resources being used to their best effect?
- The information obtained is valuable, reliable, up to date and relevant.
- The quality of the data does not depend on someone's memory or subjective interpretation, but on good planning. (3 × 2) (6)

6.1.4
- Informed interventions
- Results from performance monitoring cast light on weaknesses and oversights in the strategic plan.
- It can be pinpointed, and management's decisions can be based on accurate situational data.
- New or neglected priorities can be identified, and interventions designed around them.
- Preventative action can be planned to rule out future problems.

(3 × 2) (6)

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6.2
- A good strategic plan spells out the company identity.
- Clarifies the company position.
- Identifies the company's destination.
- Navigates the company towards its destination.
- Clearly sets out the ways and means of evaluation.
- It forms a link with the company's vision and mission.
- It forms a link with the company's outcomes.
- Strategic plan makes provision for all kinds of unforeseen circumstances.

(Any 6 ×1) (6)
[30]

QUESTION 7

7.1
- Step 1: Verify the required information – the first step is to identify what is being asked for.
- Step 2: Obtain permission to search for the information – permission must be offered to get information using, for example, the telephone.
- Step 3: Find the information – it can be done in person or will be delegated. It can also be done manually or electronically.
- Step 4: Process the information – Gathered information needs to be presented in the correct format.
- Step 5: Copy the information – For example, making a few or multiple printouts on a printer.
- Step 6: Dispatch the information – The information can be delivered to the requesting party by hand in an envelope, file or folder; or emailed with or without an attachment.
- Step 7: Do follow-up – to find out whether the information has been received and meets the person's expectations. (7 × 2) (14)

7.2
- The person cannot continue with the work process that requires the use of the particular item.
- The person cannot finalise the enquiry or assignment.
- Alternatively, if a substitute item must be used, the result may be of a poor quality.
- Time is wasted as people search for the missing item.
- People such as regular clients, service providers or manager are left waiting.

(Any 5 × 2) (10)
[24]

TOTAL SECTION B: 180
GRAND TOTAL: 200