higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

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This question paper consists of 9 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 3
TIME: 3 HOURS
MARKS: 200

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

1.1 Choose an item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–N) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1.1	Bad behaviour, including unprofessional, unethical or immoral behaviour	A	SETA
1.1.2	Company groups together similar skills in practical area	B	electronic file
1.1.3	Sector Education and Training Authority	C	misconduct
1.1.4	Place in which something develops	D	overdue
1.1.5	To achieve fairness in the workplace by promoting equal opportunity and fair treatment and eliminating unfair discrimination	E	ethics
1.1.6	Somebody who is appointed to hear both sides of a dispute and then to make a judgement	F	matrix
1.1.7	Being returned after the scheduled time or date	G	functional structure
1.1.8	During the actual time that something occurs	H	arbitrator
1.1.9	Keep files in a folder particular to them	I	Employment Equity Act
1.1.10	Moral code or a set of moral principles based on values that are usually common to humankind	J	troubleshooting
		K	real time
		L	mediator
		M	code of conduct
		N	vision

(10 × 1) (10)

1.2 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Goals are the objectives the organisation wants to achieve.

1.2.2 Basic Conditions of Employment Act provides a framework within which employees, trade unions, employers and employees' organisations can collectively bargain.

1.2.3 Freedom of association means to unite or join together.

1.2.4 One of the reasons for security procedures for valuable business items is confidential, sensitive, strategic and undisclosed information.

1.2.5 A company's mission describes why the company exists.

1.2.6 Alphabetical filing is based on names, for example, the name of employees, clients or subject matter.

1.2.7 Chronological arrangement entails the order of the time or date on which an event took place.

1.2.8 Constitution is a written statement of the fundamental principles by which a country is governed.

1.2.9 Service supplier is not a public body, private entity, agency or an individual.

1.2.10 'Tell me about yourself' is an applicant-based question used in an interview.

(10 × 1) (10)
[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

Read the scenario below and answer questions that follow:

"The Bank Teller"

Bob Cramer, the manager in a bank branch, was experiencing problems with his teller staff members. Due to the problems he decided to hire Connie Tremont as a bank teller. To find out whether Connie was a suitable candidate for the job, Bob decided to interview her first. Bob spent fifteen minutes interviewing her for the job. Although he had some reservations about her, he needed the help. She began the bank training programme the next week. Upon finishing the programme, she returned to the branch. Bob welcomed her and then his head teller gave Connie a quick orientation and helped her settle in, after which time she began serving customers/clients.

After a month or so, it become clear to Bob that his initial concerns about Connie were well founded. Connie had pronounced problems with making a favourable impression on customers. There were several ways in which these problems manifested themselves and were still manifesting themselves. One issue was poor personal hygiene and grooming. A second was the inappropriate style of clothing she wore to work; she did not observe the bank dress code. A third issue was her rudeness to customers. Within a month, Bob started receiving complaints from customers although he had informally counselled her about improving her performance in these matters several times before.

The final straw was when he received complaints from other tellers about Connie's foot odour. Bob had forbidden her to take her shoes off at work. On two different occasions that day, Bob found her disobeying his directive. Now he was ready to issue her with a written warning, the last step before termination in the bank's disciplinary policy. He had a copy of the procedures.

[Source: *published by HRD Press: Alan Clardy, Ph.D., 1994*]

2.1 To find out whether Connie was a suitable candidate for the job as a bank teller, Bob decided to interview her first.

2.1.1 Explain briefly why it is necessary to interview a recruit for a job. (2 × 2) (4)

2.1.2 Explain THREE categories or groups of questions to be asked in an interview. (3 × 4) (12)

2.1.3 Explain why it is important for Bob to prepare questions before an interview. (10)

2.1.4 What are the questions that Bob needs to avoid asking Connie in an interview because such questions are categorised as unfair and discriminatory? (6)

2.2 Although Bob had some reservations about Connie, he needed help in the bank; thus, he hired Connie. Before she started her job, she first underwent a bank training programme.

2.2.1 Which Act encourage employers to allow employees to undergo training programmes within an organisation? (1)

2.2.2 What are other purposes of the Act mentioned in QUESTION 2.2.1 above? (2)

[35]

QUESTION 3

3.1 Upon finishing the programme, Connie returned to the branch. Bob welcomed her and then his head teller gave her a quick orientation and helped her to settle in, after which time she began serving clients.

3.1.1 Define the term *clients.* (2)

3.1.2 Differentiate between internal and external clients in the business. (2 × 2) (4)

3.1.3 Discuss the importance of external clients regarding their impact on the organisation. (4 × 2) (8)

3.2 It is the responsibility of Connie and other tellers to recognise documents or items which contain confidential or classified information because they are valuable items in the bank.

3.2.1 Identify documents or items that are regarded as valuable in an organisation. (6)

3.2.2 Explain why the documents or items mentioned in QUESTION 3.2.1 above are valuable. (5 × 2) (10)

3.2.3 Identify any FOUR ways that Connie and other tellers can maintain the security of valuable items in the bank. (4)

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QUESTION 4

4.1 After a month or so, Bob managed to identify Connie's problems, which manifested themselves and were still manifesting themselves. One of the problems was the inappropriate style of clothing she wore to work; she did not observe the bank dress code and company policies. Bob believes that it is important for Connie and other bank employees to adhere to bank policy.

4.1.1 What do we mean by *dress code*? (2)

4.1.2 What is the purpose of a dress code? (2)

4.1.3 Explain TWO possible consequences that the bank may suffer if Connie and other bank employees fail to comply with bank policy. (2 × 2) (4)

4.2 Identify THREE principles of the code of conduct that Connie should be aware of when performing daily tasks. (3)

4. 3 The second issue was Connie's rudeness when communicating with customers. Because of that, Bob decided to set standards for employees which should be followed when they communicated with clients.

List communication standards which employees can apply when communicating with clients. (3 × 2) (6)

4.4 Explain the following organisational protocol that Connie needs to know regarding the treatment of clients and colleagues:

4.4.1 Conversation (3)

4.4.2 Gestures and body language (3)

4.5 The way in which Connie behaves, can cause conflict between her and Bob as her manager. Explain to Bob the importance of handling internal conflict and grievance to prevent unfair labour practices in the organisation. (6 × 2) (12)

[35]

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QUESTION 5

5.1 After receiving complaints from other tellers about Connie's foot odour, Bob ordered her to keep her shoes on at work. On two different occasions that day, Bob found Connie disobeying his directive. Now he was ready to issue her with a written warning, the last step before termination in the bank's disciplinary policy.

5.1.1 What is a *disciplinary policy*? (2)

5.1.2 Explain a few ground rules that should be considered when designing a disciplinary code and procedure. (3 × 2) (6)

5.2 For the achievement of bank objectives, Bob realised that there was a need for a clear and proper organisational strategy. He suggested a growth strategy.

5.2.1 Explain the main focus of growth strategy in the business. (2)

5.2.2 Explain FOUR internal problems that can affect growth strategy implementation. (4 × 2) (8)

5.3 Identify FOUR key elements of a good strategic plan. (4)

[22]

QUESTION 6

6.1 Having an organisational strategy makes it easier for any organisation to monitor an employee's performance. Briefly explain the following benefits of strategic planning:

6.1.1 Improved reporting (3 × 2) (6)

6.1.2 Enhanced coordination (3 × 2) (6)

6.1.3 Real-time observation (3 × 2) (6)

6.1.4 Informed interventions (3 × 2) (6)

6.2 State SIX aspects that Bob needs to consider in the strategic planning of the bank. (6)

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QUESTION 7

7.1 Briefly explain the steps to be taken to locate, obtain, copy and despatch required documents to the correct person or location. (7 × 2) (14)

7.2 Explain to Connie the implications for productivity when an item cannot be located. (5 × 2) (10)

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TOTAL SECTION B: 180
GRAND TOTAL: 200

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