higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

4 November 2022

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	G		
	1.1.2	D		
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	1.1.5	A		
	1.1.6	E		
	1.1.7	H		
	1.1.8	B		
	1.1.9	F		
	1.1.10	C		
			(10 × 1)	(10)
1.2	1.2.1	False		
	1.2.2	False		
	1.2.3	True		
	1.2.4	True		
	1.2.5	True		
	1.2.6	True		
	1.1.7	True		
	1.1.8	True		
	1.1.9	False		
	1.1.10	False		
			(10 × 1)	(10)
				[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1	2.1.1	A service supplier is a person or a company that supplies or provides a service to service consumer.✓ The service supplier can be a public body, private entity, agency, consultancy, and group of persons or an individual.✓ It has the specialist skills, knowledge, experience and infrastructure needed to render such service.✓ They are either internal or external service supplier.✓ (Any 3 × 1)	(3)

2.1.2
- Proposals are accepted until the deadline for submission.
- A record is kept of each proposal received and the date it was submitted.
- The proposals are then sorted and evaluated against a set of predetermined criteria that reflects the company's requirements.
- Those service suppliers that best meet the criteria are placed on a short list.
- Those who's proposals were unsuccessful are notified in writing or by email.
- The short-listed candidates may be contacted for an interview and asked to make a presentation of how they will provide the service
- A finalist is chosen based on the outcome of the interview. (7)

2.2 2.2.1
- A long-term strategy is a comprehensive plan for a business that defines its goals for the future.
- The purpose of a long-term strategy is to see gradual improvement within the company over a long period of time
- The long-term strategy takes at least one year to three years to achieve (Any 2 × 2) (4)

2.2.2
- Board members
- Leadership of the organisation - director and managers
- Staff members
- Member of the organisation
- Representatives of the community served
- Volunteers
- External stakeholders (Any 6 × 1) (6)

2.3 2.3.1
- The strategic plan must align with the company's mission as well as with its vision
- Without a mission and vision, the plan exists in a vacuum, as the mission is the starting point for planning, the vision is the destination, and the strategic plan is the roadmap that helps to navigate the company towards its destination
- Values in the strategic planning process provide the organisation with a touch stone for developing appropriate strategies and tactics; if any strategy or tactic is in opposition to the company's values, then it should be reconsidered

(3 × 2) (6)

2.3.2 Opportunity is an external cause of a business' environment that can contribute to organisational success✓✓ for example an increase in number of clients,✓ while threats are any external factor which could potentially negatively impact the company and reduce their market share✓✓ for example, an increase in the number of competitors✓ (6)

2.4 For planning purposes✓

- A strategic plan is necessary for creating and tracking progress against an annual operating plan in the company. It determines over how long (period) the objectives are going to be achieved.✓

To create awareness about the organisation's strengths and weaknesses✓

- Strategy creates a higher level of awareness and places greater focus on activities that will make the organisation more successful.✓

Identify the skills and knowledge needed to achieve the goal✓

- Strategy defines and drives decisions in organisational design. Therefore, by proactively pursuing new skills and knowledge, you prepare the organisation for the intended future state and your odds of being successful increase.✓

Helps to identify resource allocation✓

- Strategic planning helps to identify resources to be used in a business.✓ It helps to determine what products, services and markets will be a part of the future.

(4 × 2) (8)

[40]

QUESTION 3

3.1 3.1.1

- An employer may not require or permit an employee to work more than 45 hours in a week and 9 hours in a day if the employee works 5 days a week
- 8 hours in a day if the employee works more than 5 days a week
- Ordinary working hours may by agreement, be extended by up to 15 minutes in a day, but not more than 60 minutes in a week.

(3 × 2) (6)

3.1.2 Organisational policy is a set of guiding principles that an organisation decides to apply in respect to issues in the workplace, such as promotions, leave or discipline.✓✓ Whereas organisational procedure spells out the course of action to be taken when dealing with an issue in the workplace or managing an aspect of the business. It is written in the form of a method, steps or measures.✓✓
(2 × 2) (4)

3.1.3

- Inconsistency✓
  If employees fail to comply with organisational policies and procedure, he or she sometimes fails in excelling at a task given to him or her or sometimes messe**s** it up.✓

- Bias✓
  Failure to comply with organisational policies and procedure can lead to employees being biased. Bias simply means a tendency to believe that some people, ideas, etc., are better than others that usually results in treating some people unfairly.✓

- Poor communication✓
  Poor communication can result in organisational failure, especially in cases where there are problems that need to be resolved by employees, but due to failing to have proper communication the problems are left unsolved.✓

- Low performance levels✓
  Failure to comply with policies lead to disorganisation among workers, because of which workers will fail to complete their task as expected.✓ (4 × 2) (8)

3.1.4 Employees must take all reasonable steps to ensure that their private, political, and financial interests do not conflict with or improperly influence, or be seen to influence, their decisions or actions in the performance of their professional duties.✓✓
They must disclose as appropriate or as required by law, any potential conflicts of interest✓✓ and take all reasonable steps to ensure that no conflict of duty arises between the interests of one employer, client or business associate and the interests of another.✓✓
They must not offer or accept inducements, whether financial or otherwise, to influence a decision or professional point of view with regards to planning matters; or must disclose to their employers or clients any offers of inducements, discounts, gifts or commissions received from any third parties in connection with their work disclose in writing,✓✓ and seek written permission from their employer before undertaking additional paid or honorary employment in planning or a related profession, unless the employer has a written policy expressly negating this requirement.✓✓
(5 × 2) (10)

3.1.5
- Foster a strong ethical climate
- Ensure responsible business behaviour and personal behaviour
- Facilitate decision-making processes
- Ensure social responsibility
- Regulate standards in an industry
- Uphold international best practices
- Comply with local laws and national and international legislation
- Ensure good governance
- Eliminate corruption, bribery, and theft
- Safeguard good labour/management relations
- Avoid human rights violations (Any 6 × 1) (6)

3.2
- This will prevent disputes about unfair labour practices
- If differences are resolved fairly, it will reduce feelings of frustration, resentment, or anger
- It could diffuse potentially unpleasant or even dangerous situations
- Employees and employers could receive training in conflict resolution to learn how to deal with conflict and grievances before they erupt
- Such training would focus on examining one's own attitudes and values and the impact these have on others, communicating and listening well, and being knowledgeable about the organisation (Any 3 × 2) (6)

[40]

QUESTION 4

4.1 Leave is a period of permitted absence from one's work.✓✓ When an employee takes leave, he or she takes time off from work and has official permission to do so.✓✓ It can be for a holiday or due to an illness or pregnancy and can be paid or unpaid.✓✓ (Any 2 × 2) (4)

4.2
- An employee is entitled to 6 weeks paid sick leave for every 36 months of continuous employment
- During every sick leave cycle, employees are entitled to an amount of paid sick leave equal to the number of days they would normally work during a period of six weeks
- During their first six months of employment, employees are entitled to one day's paid sick leave for every 26 days worked.
- An employer must pay employees the wage they would ordinarily have received for work on that day, and on their usual payday, for a day's sick leave.
- An agreement may reduce the pay to which employees are entitled for any day's absence for sick leave, only if the number of days of paid leave is increased proportionately with any reduction in the daily amount of sick pay.
- The employees' pay for any day's sick leave must then be at least 75% of the wage payable to them for the ordinary hours they would have worked on that day. (Any 4 × 2) (8)

4.3
- Deliberate and continued absenteeism
- Disobeying or refusing to carry out orders
- Incapacity of employee
- Failure or refusal to work
- Repeated unpunctuality or ongoing late coming
- Dishonesty in the sphere of work
- Disloyalty to the employer
- Serious incompetence (Any 6 × 1) (6)

4.4 Incapacity means the lack of ability to do something.✓✓ An employee who is absent from work for three or more days has to produce a valid medical certificate✓✓ stating that he or she was unable to work for the duration of their absence because of an illness or injury.✓✓ (3 × 2) (6)

4.5 4.5.1
- It helps in reviewing and correcting performance objectives
- It identifies areas for competency improvement for the overall development of employees and the organisation
- It continually enhances the performance of employees and makes them more efficient.
- It helps in realising the full potential of employees and organisations for excellence in performance. (4)

4.5.2
- Achieving long-term organisational goals:✓ A strategic plan is a plan that helps an organisation to achieve its long-term goal with a plan that tells managers what to concentrate on.✓✓
- Monitoring performance:✓ An important part of any plan is to check how well the plan is being carried out.✓✓
- Enhanced coordination:✓ Because the performance monitoring is based on the goals set out in the strategic plan, it can be coordinated properly✓✓
- Improved reporting:✓ As the manager and supervisor know from the strategic plan what exactly management will be looking for, they can better report back and their reporting will be based on measurable, factual observations✓✓
- Informed interventions:✓ Results from performance monitoring will cast light on weaknesses and oversights in the strategic plan✓✓
- Increased security:✓ Performance monitoring based on the strategic plan will enhance overall security at several levels✓✓

(Any 3 × 4) (12)
[40]

QUESTION 5

5.1 5.1.1

- The employee must be given notice of the charge (nature of the offence) against him
- In case of repeated minor misconduct, the employee must have been given sufficient warning in terms of the disciplinary code or reasonable expectation
- The employee must be given reasonable time to prepare his response
- During the hearing, the employee must be given the opportunity to state his case and is also allowed representation
- After the hearing the employee must be fully informed of the reason for the decision taken, and if employee has been dismissed they must be reminded that they can refer the matter to the CCMA (5 × 2) (10)

5.1.2

- A signed copy of the disciplinary code of the organisation whereby the employee acknowledges that he or she is aware of transgressions (offences)
- Proof of verbal warning and counselling
- Proof of written warnings
- A formal letter in the case of a final warning
- Proof of investigation prior to the disciplinary hearing to establish the facts of the case
- Proof of grievance procedures (Any 5 × 1) (5)

5.2

- Damage or theft of items
- Access to confidential information
- Valuable information might be lost
- Time is wasted that would otherwise have been spent on work
- Staff morale may be affected
- The organisation's reputation may be affected (6)

5.3 5.3.1

- Recall the findings
- Monitor progress
- Saves time and creates an efficiently operating office
- Make informed decisions
- Evaluate choices and decisions
- Be specific in the reporting
- Keep to the facts
- Pass on useful information
- Experience less frustration and stress when information is required (Any 4 × 1) (4)

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5.3.2
- Accessibility✓ – documents must be stored in such a manner that it can be found easily and quickly.✓✓
- Suitability✓ – the filing system must fit the specific needs of the company.✓✓
- Flexibility✓ – the system must be able to adjust to the growth of the company, new documents must be added without disturbing old documents.✓✓
- Safety and durability✓ – the equipment and files must be durable – it must be dust-proof, fire resistant and burglar-proof.✓✓
- Neatness✓ – the equipment must be professional, neat, and match each other.✓✓
- Simple✓ – the system must be so simple that a junior employee or temporary employee will be able to understand and use it.✓✓

(5 × 3) (15)
[40]

QUESTION 6

6.1
- The employee looking for the documentation cannot respond to the query promptly.
- It takes much longer for the matter to be resolved or the fault to be rectified.
- Misfiled documentation can hold up a project.
- It slows down feedback of follow-up on a project.
- A decision can perhaps not be made without the required information.
- Misfiled documentation hampers the proper evaluation and consideration of all the facts of a matter.
- It may encourage the use of guessing or incorrect facts.
- It requires more work and effort to locate the misfiled information, which affects productivity.
- Money may be wasted.
- If the filing system is in a state of disorder or neglect, it will have a negative effect on the employees who work with the information. (10)

6.2
- The person cannot continue with the work process that requires the use of the particular item.
- The person cannot finalise the enquiry or assignment.
- If the substitute item must be used, the results may be of a poor quality.
- Time is wasted as people search for the missing item.
- People are left waiting, such as clients.
- Employees may be discouraged by the negative image of the company and of themselves that they are projecting.
- A sense of aimlessness and lack of progress is introduced into the project.
- Proper control is compromised, as it is not sure whether the item is misplaced, broken, or stolen, in which case it will have to be replaced.

(Any 5 × 2) (10)
[20]

TOTAL SECTION B: 180
GRAND TOTAL: 200

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