higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

4 November 2022 (X-paper)
09:00–12:00

This question paper consists of 8 pages.

063Q1N2204

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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 question on a new page.
5. Use only blue or black ink.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Choose a word 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	A statement of the decisions made by Parliament on a certain matter	A	arbitrator
1.1.2	A set of guiding principles that an organisation decides to apply in respect of an issue in the workplace such as promotions, leave or discipline	B	matrix
1.1.3	The process of identifying problems, faults, and difficulties	C	slang
1.1.4	A plastic disk on which data can be stored magnetically	D	policy
1.1.5	Somebody who is appointed to hear both sides of a dispute and then make a judgement	E	malicious
1.1.6	Deliberately intending to cause harm or loss to others; being mean, or cruel	F	discrimination
1.1.7	The ability of something to be maintained over the long term	G	Act
1.1.8	The strategic plan based on the input of a pool of experts	H	sustainability
1.1.9	Treating people unfairly due to favouritism or intolerance	I	growth strategies
1.1.10	Casual speech, or regional (colloquial) speech that only a certain group of people would understand	J	troubleshooting
		K	planning
		L	stiffy
		M	Skills Development Act
		N	organisational structure

(10 × 1) (10)

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

1.2.1 The business strategy involves the day-to-day performing of tasks.

1.2.2 A grievance is a belief that employees have been treated unfairly.

1.2.3 The values of the organisation are the ways the business handles its customers, suppliers, employees, and other organisations.

1.2.4 A good filing system is when a document is filed and stored in such a manner that it can be accessed easily and quickly.

1.2.5 Indication of the organisation's vision and mission is the first step of any strategic planning process.

1.2.6 The interview usually commences by focusing on the applicant's skills for carrying out the tasks in the relevant position.

1.2.7 The transfer of records is the process of moving documents from the active filing system to the archive.

1.2.8 Top management is responsible for choosing and creating an organisational structure.

1.2.9 Every business pays 10% of its wage and salary bill to the relevant SETA in charge of its industry.

1.2.10 When an employee continues to violate the company's dress code after receiving a first verbal warning, dismissal should be followed.

(10 × 1) (10)

[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

Read the case study below and answer questions.

BAY STATE SERVICE CORPORATION

On the day of his 85th birthday, Bill Connor also began the start of his twenty-fifth year with the Bay State Service Corporation. The Bay State Service Corporation is a service supplier which provides various maintenance, cleaning, and repair services for apartment complexes in the greater metropolitan area. The Bay State Service Corporation's long-term strategy is to maintain, clean and repair apartments all over South Africa.

Bill was initially hired by company boss Ken Pierce to work in the Transportation Department as a driver. About four years ago, Bill moved to a job in the mail room. Even though the job in the mail room required more lifting and carrying, in Bill's mind the salary increase was more important and justified the increased workload. It turned out to be a good move for Bill. The pay increase really helped, and even though the work pace was hectic, Bill kept up with the work. His performance has always been acceptable, he consistently shows up on time, is always busy, and he performs his tasks properly guided by company policies and procedures.

2.1 Bay State Service Corporation is a service supplier which provides various maintenance, cleaning, and repair services for apartment complexes in the greater metropolitan areas.

2.1.1 Explain the term *service supplier.* (3)

2.1.2 Explain the organisational procedures that are involved in identifying and selecting service suppliers. (7)

2.2 As stated in the case study above, Bay State Service Corporation's long-term strategy is to maintain, clean and repair apartments all over South Africa.

2.2.1 Explain the term *long-term strategy.* (2 × 2) (4)

2.2.2 Who should be included in the strategic planning process? (6)

2.3 Like any other company, Bay State Service Corporation's strategy is directed toward determining a unique business mission, vision, and values, which takes into consideration the external environment (opportunities and threats), and the capabilities of the business (strength and weaknesses).

2.3.1 Briefly explain how the strategic plan links with a company's mission, vision, and values. (3 × 2) (6)

2.3.2 Differentiate between a *business opportunity* and a *business threat* in a company and provide relevant examples. (2 × 3) (6)

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2.4 Explain to Bay State Service Corporation employees the reasons for having strategic planning in an organisation. (4 × 2) (8)

[40]

QUESTION 3

3.1 Bill Connor's performance has always been acceptable, and he consistently shows up at work on time. He does his work guided by company policies and procedures, as well as the company's code of conduct.

3.1.1 Explain to Bill the ordinary working hours that an employee needs to spend within the working environment, as stated in the BCEA. (3 × 2) (6)

3.1.2 Explain the differences between *organisational policy* and *organisational procedure*. (2 × 2) (4)

3.1.3 Explain the possible consequences if Bill and other employees at Bay State Service Corporation fail to comply with organisational standards, policies, and procedures. (4 × 2) (8)

3.1.4 Bay State Service Corporation employees should be familiar with and obey the company's code of conduct.

Briefly explain *professionalism* as one of the principles of the code of conduct that the Bay State Service Corporation employees must follow. (5 × 2) (10)

3.1.5 What is the purpose of having a code of conduct in an organisation? (6)

3.2 Failure to understand organisational policies, procedures, and the code of conduct, can lead to conflict in an organisation.

Briefly explain to Ken Pierce the importance of handling internal conflict and grievances to prevent unfair labour practices in the organisation. (3 × 2) (6)

[40]

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QUESTION 4

When on vacation last year during his twenty-fifth year with Bay State, Bill injured himself in a nasty fall while hiking during a family camping trip. His family immediately took him to the hospital, where an X-ray showed both a broken leg and broken ankle. The doctor told him he could not return to work until the bones were fully mended, a five-week rest at minimum. However, just before he was scheduled to go back to work, he called his boss, Ken Pierce, to tell him that since he was still in a lot of pain, the doctor wanted to put a brace on his leg and keep him home a little longer.

4.1 Due to his condition Bill qualifies to be given some extra days of leave.

Explain in briefly what is meant by *leave.* (2 × 2) (4)

4.2 Name and explain type of leave that Bill is entitled to take because of his condition. (4 × 2) (8)

4.3 What are the conditions that Bill needs to be aware of that can lead him to being dismissed according to the Labour Relations Act? (6)

4.4 If Bill fails to return to work on a stipulated date, the BCEA allows him to submit proof of incapacity to his employers.

Briefly explain what *incapacity* means. (3 × 2) (6)

4.5 Ken Pierce knows he will be doing Bill's performance monitoring in about three months. Based on the production problems in Bill's department, he really wants to just 'tell it like it is' and get rid of Bill because of his condition.

4.5.1 Give the reason it is necessary for Ken to do performance monitoring in the business. (4)

4.5.2 Having a good strategic plan greatly benefits the organisation.

Discuss THREE benefits of having good strategic planning. (3 × 4) (12)

[40]

QUESTION 5

5.1 Ken wonders whether he could suggest that Bill be given another duty to perform in the company or be dismissed due to his health condition.

5.1.1 Explain the steps to be taken to ensure that dismissals are substantively and procedurally correct and fair, with reference to the LRA. (5 × 2) (10)

5.1.2 Name FIVE examples of evidence that support the recommendation for dismissal. (5)

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5.2 The proof of evidence supporting the recommendation for dismissal must be kept safe, in accordance with the policies of an organisation.

Provide examples of the effects on an organisation if someone with bad intentions manages to breach the security of an organisation and gets a hold of things like the evidence supporting recommendation for dismissal. (6)

5.3 After three weeks Bill returned to work, but things were not the same. Bill now struggled to handle boxes and other heavy packages. Ken decides to give Bill a new task in the company - to handle administrative work (filling and data capturing). But there remains a substantial backlog of files that weren't captured on time because of Bill's condition.

5.3.1 Tell Bill why it is necessary to file and record information in the company. (4)

5.3.2 Discuss FIVE requirements for a good, effective filing system in an organisation. (5 × 3) (15)
[40]

QUESTION 6

6.1 Due to Bill's health condition, there is a substantial backlog of files that need to be filed and captured.

Briefly discuss the effects that misfiled documents has on the organisation. (10)

6.2 Explain the implications for the company's productivity if Bill fails to locate important items. (5 × 2) (10)
[20]

TOTAL SECTION B: 180
GRAND TOTAL: 200

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