higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

10 November 2022

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	D		
	1.1.2	C		
	1.1.3	A		
	1.1.4	B		
	1.1.5	A		
	1.1.6	C		
	1.1.7	A		
	1.1.8	C		
	1.1.9	C		
	1.1.10	A		
			(10 × 1)	(10)
1.2	1.2.1	Security risk		
	1.2.2	Reactive change		
	1.2.3	Change agent		
	1.2.4	Performance review		
	1.2.5	Annual leave		
	1.2.6	Delegation		
	1.2.7	Team leader		
	1.2.8	Departmentalisation		
	1.2.9	Tactical planning		
	1.2.10	Human resources		
			(10 × 1)	(10)
1.3	1.3.1	False		
	1.3.2	True		
	1.3.3	True		
	1.3.4	True		
	1.3.5	False		
	1.3.6	False		
	1.3.7	True		
	1.3.8	True		
	1.3.9	False		
	1.3.10	True		
			(10 × 1)	(10)
				[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 2

2.1 The business objectives are to manufacture,✓ distribute and market non-alcoholic beverages in Africa.✓ (2)

2.2
- By quantity of work output
- By manufacturing quality products
- Increase or decrease in profit made
- Meeting work objectives ahead of scheduled timeline
- Written or oral feedback by staff members
- Increase and/or decrease in clients (Any relevant 4 × 1) (4)

2.3
- A decision-making process involves a series of steps taken by an individual✓ to determine the best option or course of action✓ to meet their needs. ✓
- It involves a set of steps taken by managers in an enterprise to determine the planned path for business initiatives and to set specific actions in motion.
- It involves the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

. (Any 1 × 3) (3)

2.4

Step 1: Recognise a problem or opportunity.✓
- Identify the condition that is considered to be unsatisfactory and the consequences of the problem.✓

Step 2: Develop alternative solution.✓
- Is developed by individuals, teams or departments that have knowledge in that area. ✓

Step 3: Evaluate the various alternatives.✓
- Choose from the alternative solutions and analyse the consequences of the decision.✓

Step 4: Select the best option.✓
- The manager will decide on the option that he/she believes is best.✓

Step 5: Implement the decision.✓
- Develop an action plan to put the decision into practice and achieve its objectives.✓

Step 6: Follow up, evaluate and control.✓
- Determine whether the decision was successful by measuring the outcome against quantifiable goals.✓

(Steps need to be in the correct order.) (6 × 2) (12)

2.5.1
- These leaders are usually associated with high-performance teams✓ as they set very high standards for their team members. ✓
- They are experts in their fields and thus their opinions are seen as important.
- These leaders rely mostly on communication and are often highly visible people (Any relevant 1 × 2) (2)

2.5.2
- Relationship-based leadership: These leaders prefer to build relationships with their teams. ✓ They usually depend on their ability to influence people based on group norms and shared values. ✓ They direct people by using their team members' need to be appreciated and accepted by the group. ✓ This leadership may result in improved skills of team members. ✓ The leader may organise the team to create harmony, resulting in good teamwork.

- In a democratic approach of leadership, the leader encourages discussion and debate with employees before a major decision is taken.✓ All employees are informed about everything happening within an organisation. ✓ Even though there is democracy, the leader still decides what is right or wrong for the team. ✓ The democratic leader will want to incorporate the opinions and suggestions of all staff into decision making process. ✓ The leader is better informed and able to make a better decision because the opinions of a number of people are taken into account.

(Any relevant 4× 2) (8)

[31]

QUESTION 3

3.1 3.1.1
- It is a process of determining the most appropriate long-term objectives of the organisation✓ and how to achieve them. ✓
- It is a company's action plan or road map for its business strategy that indicates the direction the company should take to achieve its goals and what to do to get there.
- It outlines the steps to be taken and activities to be performed for the next years of the company's existence. (Any 1 × 2) (2)

3.1.2
- Labour/people/human resource: ✓ It includes staff or employees and their skills to carry out the work. ✓
- Equipment: ✓ Includes all the tools, machinery and building material. ✓
- Material: ✓ These can be raw material, such as packaging for distribution. ✓
- Information: ✓ This includes information from the internet, books and newspapers, or from people who have studied certain subjects or people with extensive business experience. ✓
- Finance/money: must be available to pay for the resources needed to do the required work.
- Time: Determines how long it should take to produce products or to offer a service. (Any 4 × 2) (8)

3.1.3 Basic skills✓
- These are developed abilities that make learning easier, as well as allow employees to gain knowledge faster.✓

Complex problem-solving skills✓
- These skills are learned abilities used to solve problems in a complex real-world setting.✓

Resource management skills✓
- These skills are learned and used to allocate resources efficiently.✓

Social skills
- Social skills refer to the ability to work with people.

System skills
- These are learned skills used to understand, monitor and improve social-technical systems (Any 3 × 2) (6)

3.2 3.2.1 External environment refers to things that happen outside the organisation✓ and influence functioning of that organisation. ✓
…….(Any relevant answer) (2)

3.2.2
- Political environment
- Economic environment
- Social-cultural environment
- Technological environment
- International environment
- Competitors
- Suppliers
- Consumers
- Labour market
- Intermediaries (Any 5 x 1) (5)

3.3
- Staff must each receive a copy of the strategy in writing. ✓ It makes it easier for reference at a later stage. ✓
- Make sure that they understand the strategy correctly ✓so that all efforts will be guided in the same manner. ✓
- To communicate the strategy, senior management or owners may delegate the task✓ and explain the strategy to middle management. ✓
- They middle management will in turn, explain it to junior management✓ who explains it to the staff in each of their divisions. ✓
- Some businesses may use a team building weekend as a way to explain the concepts of the strategy to staff. (Any 4 × 2) (8)

[31]

QUESTION 4

4.1 4.1.1 Monetary incentives
- Pay hikes
- Bonuses
- Commission based on the sales achieved (Any relevant 2 x1)

Non-monetary incentives
- Vouchers for vacations
- Travel
- Discounted holiday packages (Any relevant 2 × 1) (4)

4.1.2
- Helps to break down political and personal barriers
- Improves morale and leadership skills
- Overcomes the barrier that thwarts creativity
- Clearly defines objectives and goals
- Improves processes and procedures
- Improves organisational productivity and efficiency
- Improves ability to solve problems
- Identifies employees' strengths and weaknesses
- Builds trust, cooperation, and effective communication

(Any 3 × 2) (6)

4.1.3
- The task suffers, which leads to failure of the employee.
- Leads to unfair division of labour; some members end up doing more work than others.
- If employees do not understand the structure, leadership will disappear, resulting in lack of motivation.
- Employees become unsure of their individual roles and responsibilities.
- Members no longer contribute their personal skills or knowledge to the team.
- Potential for improved performance will never be realised.
- Employees do not feel the desire to satisfy needs.
- They will feel less satisfied with the job that they are doing.

(Any 3 × 2) (6)

4.2 4.2.1
- Corporate culture✓
  Managers must consider corporate culture before designing changes. ✓
  They must avoid changing the culture unless it is absolutely necessary.
- Impact on employees✓
  This includes both the actual impact and how the employees think the change will impact on their lives. ✓
- Preparing for the change
  Providing training for the staff, if new skills and methods will be necessary to prepare employees for the change.
- Providing the resources
  If there is no resource available when needed, the change process could stall, and this is almost always very expensive.

(Any 2 × 2) (4)

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4.2.2
- Organisations feeling and believing that they are not ready to make changes
- They are uncertain on how changes will affect the organisation
- They are not convinced that the organisation had knowledge and know-how to do the change
- They are not familiar, and they are uncertain about how the future will look
- They are not convinced that the change process will bring the necessary results or success
- Organisations feel that it will be unnecessary, costly exercise which they cannot afford

(Any relevant answer 3 × 2) (6)
[26]

QUESTION 5

5.1
- By observing employees at their jobs.
- By looking at customer complaints or compliments
- By speaking to other stakeholders that employees have contact with
- By asking employees to do a self-evaluation; for instance, they may be asked to fill in a questionnaire (Any 3 × 2) (6)

5.2 5.2.1 On-the-job training refers to giving training or instruction to employees within the working environment or training taking place at work. (2)

5.2.2
- Should training be done in-house or outsourced? ✓
- The location ✓for the training should be carefully considered.
- An important factor to consider is the price ✓of training.
- Service ✓is another important factor to take into account.
- The content ✓of the training programme should cover the requirements of the jobs that employees are in. (5 × 1) (5)

5.3 5.3.1 A contract of employment is an agreement between employer and employee,✓ stating the basic condition of employment.✓ It lists the rights, expectations and obligation of both the company and individual.✓ (3)

5.3.2
- The full name and address of employer
- The name and occupation of the employee
- Brief job description
- The place of work
- The ordinary working hours
- Starting date of employment
- Agreed remuneration – salary
- Date of payment
- Rate of payment for overtime worked
- Details of any other payments and allowances
- Leave entitlement and notice period (Any 6 × 1) (6)

5.4
- Top management makes long-term plans✓ and for determining the mission, goals and overall strategies of the organisation✓ while
  Middle management works on medium-term planning✓ and implements specific strategies and policies formulated by top management. ✓
- Top management is involved in planning functions of an organisation as whole✓ and designing the organisation's broad organisational structure. ✓
  Middle management is involved in controlling the different departments within the organisation✓ and continually monitor environmental influences that may affect own departments✓
- Top management comprises board of directors, chief executives, etc ✓
  Middle management includes functional heads such as marketing manager, purchasing manager, etc. ✓ (Any relevant 5 × 2) (10)

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TOTAL SECTION B: 120
GRAND TOTAL: 150

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