higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

(3021004)

10 November 2022 (X-paper)
09:00–12:00

This question paper consists of 9 pages.

245Q1N2210

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TIME: 3 HOURS
MARKS: 150

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 a blue or black pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The process of integrating the objectives and activities of the separate units to efficiently achieve the organisation's goals.

A Planning
B Communication
C Motivating
D Coordinating

1.1.2 It takes place when an employer terminates an employee's contract of employment.

A Promotion
B Demotion
C Dismissal
D Ethics

1.1.3 The department responsible for advertising and spreading information about the organisation's products or services.

A Marketing department
B Procurement department
C Finance department
D Administration department

1.1.4 A group of people who jointly supervise the activities of an organisation, which can be either a for profit or a non-profit organisation.

A Trade union
B Board of directors
C Employees
D Sponsors

1.1.5 It outlines what an organisation would ultimately like to achieve and gives purpose to the existence of the organisation.

A Vision
B Mission
C Objectives
D Action plans

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1.1.6 The purpose of this Act is to make sure that all workers are treated fairly and to get rid of any discrimination in the workplace:

A Basic Conditions of Employment Act
B Labour Relations Act
C Employment Equity Act
D Skills Development Act

1.1.7 The formal structure of the organisation, with the staff names plotted on the structure indicating each member's position in the organisation as well as his/her responsibility.

A Organogram
B Workplace forum
C Board of directors
D Flow chart

1.1.8 The first step that the manager should take before they can perform any other management functions.

A Leading
B Control
C Planning
D Organising

1.1.9 The organising body that works to implement the sector's skills plan.

A Union
B Commission for Conciliation, Mediation and Arbitration
C SETA
D Skills Development Fund

1.1.10 It is the process by which management takes on new ideas, processes and methods to differentiate itself.

A Change management
B Decision-making
C Strategic planning
D Policymaking

(10 × 1) (10)

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1.2 Give ONE word or term for each of the following descriptions by choosing a word or term from the list below. Write only the word or term next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

performance review; planned change; human resources; change agent; teamwork; family responsibility leave; reactive change; security risk; credit; procedure; policy; annual leave; delegation; team leader; departmentalisation; tactical planning

1.2.1 The possibility that a person in an organisation whom you cannot trust with important secrets might tell such secrets to a competitor.

1.2.2 Change that happens when management recognises a problem and then plans to do something about it in an orderly manner.

1.2.3 Key person that plays a desirable role in identifying change and managing implementation of the change process.

1.2.4 A method of assessing employee performance, with the intention of managing performance on an ongoing basis and improving productivity.

1.2.5 Employees are entitled to three weeks of full paid leave after every 12 months of continuous employment.

1.2.6 Handing over authority, responsibility, and accountability to a subordinate.

1.2.7 Someone who provides direction, instructions, and guidance to a group of individuals who can also be called a team for the purpose of achieving a certain goal.

1.2.8 Dividing an organisation into different departments which perform tasks according to the department's specialisations in the organisation.

1.2.9 The medium-term planning that is meant to develop real and specific ways in which to implement the strategic plan.

1.2.10 A group of people from the same organisation who work together to achieve a common goal.

(10 × 1) (10)

1.3 Indicate whether the following statements are TRUE or FALSE. Write only 'True' or 'False' next to the question number (1.3.1 – 1.3.10) in the ANSWER BOOK.

1.3.1 Decision-making is the process of providing information to people so that they can perform their jobs effectively.

1.3.2 The process of suggesting many possible alternatives without evaluating them is called brainstorming.

1.3.3 Training committee is responsible for all training decisions that the business will take in improving the skills of its workforce.

1.3.4 Change agent is someone who can predict and expect change as well as being able to encourage that change to happen.

1.3.5 Accountability is the process of shifting a person's attention from what they are getting from others to what they should be giving to others.

1.3.6 The skill gaps describe the way the organisation aims to develop the skills of employees, based on an analysis of its strategic objectives and the training needs of employees.

1.3.7 Incentive from government for businesses to train their staff is called skills development levies.

1.3.8 Using people from outside the organisation to do the job is called outsourcing.

1.3.9 Business objectives refers to views or convictions about what is right and wrong and good and bad.

1.3.10 Skills coaching involves teaching a specific skill, which usually takes a short time.

(10 × 1) (10)
[30]

TOTAL SECTION A: 30

SECTION B

Answer all questions in SECTION B.

QUESTION 2

Read the scenario below and answer the questions.

MANGO TREE JUICE COMPANY

Mango Tree Juice Company is one of the largest beverage companies in the Southern Hemisphere. It manufactures, distributes, and markets non-alcoholic beverages in Africa. The company's current president and CEO is Kevin Robertson.

The vision of the Mango Tree Juice Company is to become the biggest and the best anchor bottler in Africa and its mission is to refresh everyone, which guides its management team in the planning and decision-making process.

[Source: *Dow Jones Newswires,* 4 April 1992]

2.1 Identify the business objectives of Mango Tree Juice Company as indicated in the scenario above. (2)

2.2 Explain how Kevin Robertson, as the president and the CEO of Mango Tree Juice Company, can measure the achievement of his company's business objectives. (4 × 1) (4)

2.3 The organisational structure of Mango Tree Juice Company consists of a board of directors, elected by the shareholders, that has final decision-making power in the running of the company.

Explain what is meant by decision-making process. (3)

2.4 The board of directors at Mango Tree Juice Company was elected by shareholders and has final decision-making power in the running of the company.

Explain steps that the board of directors can follow in making decisions within the company. (6 × 2) (12)

2.5 Mango Tree Juice Company emphasises the importance of transformative leadership at all company branches. Apart from this, the leadership of Mango Tree Juice Company believes in a democratic and relationship-based approach to lead, which is necessary, considering that the business is heavily dependent on both the macro-level vision and mission that need to be translated and transformed into micro-level execution.

2.5.1 Explain *transformative leadership.* (2)

2.5.2 Explain the difference between *relationship-based* and *democratic leadership*. (4 × 2) (8)

[31]

QUESTION 3

3.1 The top management of Mango Tree Juice Company engages in formulating its company strategic plans.

3.1.1 Explain the term *strategic plan*. (2)

3.1.2 Describe the FOUR resources required by Mango Tree Juice Company in order to align to the business strategy. (4 x 2) (8)

3.1.3 Explain THREE types of skills and expertise which employees of Mango Tree Juice Company need to have so that they can implement the business strategy. (3 × 2) (6)

3.2 The idea behind Mango Tree Juice Company's strategic planning is to have a strategic vision extending over a longer period as well as a flexible and adaptive strategy to change according to the imperatives of its external environment.

3.2.1 *Describe the term external environment*. (2)

3.2.2 State FIVE examples of the external environment (5)

3.3 Explain how Mango Tree Juice Company can communicate a business strategy to its staff members. (4 × 2) (8)

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QUESTION 4

4.1 The leadership styles of Mango Tree Juice Company managers follow the incentive-based system for actualising peak performance from the salespersons. In this system, monetary and non-monetary incentives are provided to the salespersons to motivate them and make them meet or even exceed their sales targets.

4.1.1 State examples of monetary and non-monetary incentives that Mango Tree Juice Company can use to motivate its workers. (2 × 2) (4)

4.1.2 Explain the importance of team motivation to Mango Tree Juice Company. (3 × 2) (6)

4.1.3 Discuss the consequences if Mango Tree Juice Company employees lacked motivation. (3 × 2) (6)

4.2 In the past three years, Mango Tree Juice Company announced several management and organisational changes in its company as part of its overall strategic vision aimed at accelerating company growth.

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4.2.1 Explain to Mango Tree Juice Company the elements of any change management process. (2 × 2) (4)

4.2.2 Discuss the reasons for organisations not applying change when required (3 × 2) (6)

[26]

QUESTION 5

5.1 Mango Tree Juice Company managers believe that their employees need to be involved in the implementation of a strategy. For this to happen successfully, those employees must have skills necessary to carry out the tasks required in their jobs.

Explain how Mango Tree Juice Company managers will conduct skills audit in the company. (3 × 2) (6)

5.2 If there is a shortage of relevant skills, Mango Tree Juice Company managers must do their best to offer on-the-job training to get suitable individuals who have the necessary skills.

5.2.1 What do you understand by “on-the-job training”? (2)

5.2.2 What are the FIVE aspects to consider when choosing a training programme and a training provider that will empower employees in the Mango Tree Juice Company. (5 × 1) (5)

5.3 As part of initiating changes, Mango Tree Juice Company emphasises that employees should sign a contract of employment.

5.3.1 Explain what a contract of employment is. (3)

5.3.2 Name the aspects that need to be included when drafting the contract of employment according to the Basic Conditions of Employment Act. (6 × 1) (6)

5.4 Apart from strategic planning, the top management of Mango Tree Juice Company also engages in tactical planning in consultation with middle management who, in turn, acts on the feedback from the salespersons on the ground.

Distinguish the different roles carried out by *top management* and *middle management* in an organisation. (5× 2) (10)

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TOTAL SECTION B: 120
GRAND TOTAL: 150

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