higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

21 November 2023

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	True	
	1.1.2	False	
	1.1.3	False	
	1.1.4	False	
	1.1.5	False	
	1.1.6	True	
	1.1.7	False	
	1.1.8	False	
	1.1.9	False	
	1.1.10	False	
		(10 × 1)	(10)

1.2	1.2.1	Business strategy	
	1.2.2	General manager	
	1.2.3	Suppliers	
	1.2.4	Training intervention	
	1.2.5	Organogram	
	1.2.6	Self-appraisal	
	1.2.7	Sustainable development	
	1.2.8	Labour market	
	1.2.9	Resources	
	1.2.10	Power	
		(10 × 1)	(10)

1.3	1.3.1	The process of stimulating people to action✓ to accomplish the goals. ✓ It is the desire that pushes an individual to work well.	
	1.3.2	The planning, organising, leading and control ✓of adaptation or change to the organisation. ✓	
	1.3.3	When the business is able to adapt to the changes✓ that are happening all the time. ✓	
	1.3.4	People who have long-term physical or mental impairments✓ that limit their prospects of entry or advancement in employment. ✓	
	1.3.5	Decisions that are repetitive and routine, ✓ there are definite methods for obtaining a solution. ✓	
		(Any relevant answer 5 × 2)	(10)

[30]

TOTAL SECTION A: 30

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SECTION B

QUESTION 2

2.1 The main objective of GUKCO is to create sustainable jobs✓ through manufacturing clothes from recycled plastic waste. ✓ (2)

2.2
- So that the mission is expressed as a performance target. ✓
- To act as a measure of company performance. ✓
- To encourage the organisation to be inventive, intentional and focused.

(Any relevant 2 × 1) (2)

2.3 Senior management✓ / owners of the business / CEOs / Board of Directors (1)
(Any 1 x 1)

2.4 2.4.1
- This objective focuses on improving the organisation's financial performance. ✓✓
- For example, a financial objective may be to increase earnings from 10 to 15% per year. ✓✓
- It focuses on getting more money in and/or spending less.

(Any relevant 2 × 2) (4)

2.4.2
- These are objectives that result in the company being more competitive and in a stronger position in the market. ✓✓
- For example, strategic objectives may be to increase the market share of a business from 15 to 20% ✓✓
- The business may have to conduct market research to find out whether the objective have been reached. (Any relevant 2 × 2) (4)

2.5
- Direction: Strategy is about the direction ✓ of where the organisation is trying to get to in the long term.✓
- Markets or scope: Strategy is about which markets should a business compete in ✓and what kind of activities are involved in such markets.✓
- Advantage: Strategy assist the business to perform better✓ than the competition in those markets.✓
- Resources: Strategy states what resources (skills, assets, finance, technical) are required✓ in order to be able to compete.✓
- Environment: Strategy identifies what external environmental factors✓ affect the business's ability to compete.✓
- Stakeholders: Strategy sets out values and expectations✓ of those who have power in and around the business.✓ (Any relevant 6 × 2) (12)

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2.6 Resistance ✓

- Peoples are resistant to change because it makes them feel afraid or insecure.✓
- Staff members can cause their managers a lot of extra stress by showing their unhappiness and complaining a lot
- Staff can work badly on purpose as a form of resistance.

Loss of power or status ✓

- Senior managers often fear that the change could cause them to lose some of their power or status.✓

Loss of job ✓

- If there are no funds available, the employer avoids such changes as it threatens job security.✓

Fear of failure✓

- Senior managers are afraid that the change process will fail because of some reasons beyond their control.✓
- Failure of change process could seriously damage the career of the change manager, even if the failure wasn't his or her fault.

Cost

- Because of the costs involved, many organisations try to avoid changing.
- There are different forms of costs relating to change process such as new equipment, new property, training and development; however, staff resistance is the most serious cost. (Any 4 × 2) (8)

[33]

QUESTION 3

3.1 3.1.1 To equip the employees with necessary skills.✓ to carry out the tasks required in their job. .✓ (Any relevant answer) (2)

3.1.2

- Basic skills ✓– they are developed abilities that make learning easier. ✓
- Complex problem-solving skills ✓– learned abilities used to solve problems in complex real world✓
- Resource management skills ✓– skills learned and used to allocate resources efficiently✓
- Social skills – refer to ability to work with people
- Systems skills – skills used to understand, monitor and improve socio technical system (Any 3 × 2) (6)

3.2 3.2.1 Motivation helps employees realise their goals✓

- When employees know what their goals are, they are willing to do their best to realise those goals.✓
- When people are close to their goals, they will perform better to achieve them, which lead to self-actualisation.

Motivation overcomes threats to satisfaction✓

- Motivation helps people overcome threats caused by organisational change which affect their satisfaction levels.✓

Motivation promotes changes that may result in satisfaction✓

- Managers should support changes that have the potential to satisfy the needs of employees.✓

Motivation is acknowledgement of progress✓

- Employees like to know how they are doing their jobs therefore, feedback is important.✓

Motivation is recognition of good work ✓

- A "well done" or "good work" from a manager encourages employees and make them eager to continue the good work. ✓

Motivation stimulates personal growth ✓

- Personal growth adds value to the individual, enhancing self-esteem and self-worth.✓ (Any relevant 6 × 2) (12)

3.2 3.2.2

- Physiological✓ − fair salaries and wages, comfortable work environment.✓
  Includes human needs such as food and water.
- Security✓ − safe working conditions, job security and employee benefits.✓
  Includes safety and protection against physical and psychological harm.
- Social✓ − social interaction with employees, stable work groups, encouragement and co-operation.✓
  Includes our need for love, friendship, acceptance
- Esteem✓ − recognition for good work, meaningful work activities, job title that commands respect and responsibility.✓
  Needs for self-confidence, self-respect and respect for others
- Self-actualisation✓ − The need for self-fulfilment, the desire to realise the potential within oneself.

(Any relevant explanation 5 × 2) (10)
[30]

QUESTION 4

4.1
- Unequal pay or benefits for equal work ✓
- Discriminatory criteria in promotions or appointment ✓
- Biased selection criteria within panels and advertisement ✓
- Failure to provide facilities to disabled workers (Any relevant 3 × 1) (3)

4.2
- Ordinary working hours: a maximum of 45 ordinary hours per week; 9 hours per 5-day week or 8 hours per 6-day week ✓✓
- Overtime Maximum: Only by agreement; 3 hours per day, 10 hours per week, 1.5 x normal hourly rate. ✓✓
- Meal interval: 1 hour after 5 hours work (may agree in writing to reduce to 30 minutes), ✓✓ unpaid except where employee has to remain for work.
- Rest periods: 12 hours per day, 36 hours per week (including Sundays). ✓✓
- Public holidays: day is not worked except by agreement; if worked then at least double the amount ✓✓
- Sunday work: if normally worked pay 1.5 x normal rate; ✓✓if not normally worked pay double normal rate or equivalent paid time off (by agreement)
- Night work: shift allowance or shorter working hours (Any 6 × 2) (12)

4.3 4.3.1
- Managers have enough information✓ to know what the outcomes of a decision will be. ✓
- Accurate, measurable, and reliable information✓ on which to base decisions is available. ✓
- Available options and benefits or costs associated with each are known in advance (Any 2 × 2) (4)

4.3.2
- Managers can sometimes predict the possible outcome of a decision, ✓ even though they may not know which particular outcome will occur. ✓
- These decisions often involve returns on long-term investments✓ and are made at higher managerial levels. ✓
- Managers may use objective or subjective probability estimates for estimating an outcome (Any 2 × 2) (4)

4.4
- Planning
- Organising
- Leading
- Control (4 x 1) (4)

[27]

QUESTION 5

5.1 Recognise a problem or opportunity✓

- The first step is to recognise that a problem exists, identify unsatisfactory condition and the consequences of the problem✓

Develop alternative solutions✓

- It is developed by individuals, teams or departments that have knowledge in that area.✓

Evaluate the various alternatives✓

- Making choice from the alternative solutions and analyse the consequences of the decision.✓

Select the best option✓

- The manager will decide on the option that s/he believes is best.✓

Implement the decision✓

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

Follow-up, evaluate and control✓

- Determine whether the decision was successful by measuring the outcome against quantifiable goals, standards and objectives.✓ (6 × 2) (12)

OR

- Identify and define the situation or problem: The manager will need a reason to make a decision.
- Search for alternatives: In each situation, there may be a range of options that a manager may choose from.
- Analyse alternatives: The manager must be sure that the business has the resources to be able to apply the decision.
- Choose an alternative: The manager will decide on the option that s/he believes is best.
- Implement the decision: The decision may need to be communicated in order to be carried out.
- Note the results: To determine whether the decision has been effective, the manager needs to determine the consequences of that decision

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5.2 Should a training programme should be done in-house or outsourced ✓

- In-house training might be cost saving for large corporations while smaller businesses may find it easier to outsource training.✓

The location for the training should be carefully considered.✓

- The decision should be made whether to hold training at the business's premises or at the training provider's premises✓

Consider the price of courses✓

- Some training providers offer cheaper courses, which will mean that the businesses will save money. ✓ Some providers offer discounts if ten or more staff members are booked for a course.

Service offered✓

- Some service providers offer lower quality service and courses that are not recognised or accredited.✓

The content of the training programmes ✓

- It should cover the requirements of the jobs that employees are in.✓

(Any relevant explanation 5 × 2) (10)

5.3

- It helps managers to learn from their mistakes or makes it easier to make similar decisions in the future.
- A successful management decision may lead to superior problem-solving, future opportunities, or improved processes.
- A failed decision may alert management about the weaknesses in the business that may cause threats to the business and cost money.
- It helps in determining whether or not a management decision was the right choice.

(Any relevant answer 4 × 2) (8)

[30]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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