higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

(3021004)

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09:00–12:00

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
MANAGEMENT PRACTICE
NQF LEVEL 4
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. Use only a black or a blue pen.
5. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The purpose of discipline is to shape the behaviour of the employee and so guide his or her performance.

1.1.2 Microsoft Word is a computer program that allows people to prepare and present slides electronically, using a computerised projector.

1.1.3 The elements of having too much trust, loyalty and respect from leaders can cause a lack of motivation.

1.1.4 The external environment of a business includes all areas inside the business.

1.1.5 Resource management skills are learned skills used to understand, monitor and improve socio-technical system.

1.1.6 Coaching involves correcting wrongly executed actions or processes, teaching and giving praise for job well done to maintain performance.

1.1.7 Training conducted in-house is offered by hired service providers only.

1.1.8 Listening to the correct information helps people to make ineffective decisions that in turn will contribute to the objectives of the organisation.

1.1.9 Junior management is usually concerned with long-term planning and is responsible for the organisation as a whole.

1.1.10 Change agent does not need to have knowledge of change management in order to be successful.

(10 × 1) (10)

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1.2 Choose ONE term from the list below for each of the following descriptions and write it next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

self-appraisal; organogram; training intervention; suppliers; general manager; business strategy; responsibility; resources; power; code of conduct; operational planning; training provider; sustainable development; marketing manager; labour market

1.2.1 The plan or pattern that guides a business in achieving its objectives.

1.2.2 The manager responsible for the entire operation of the organisation and usually oversees the work of the functional managers.

1.2.3 Those individuals, groups or businesses that a business buys its material, capital, equipment and workspace from.

1.2.4 Any competence building process including formal training courses, on-the-job-training by the supervisor or self-study programme.

1.2.5 It shows a structure of an organisation and the relationships between the different people, departments and jobs at different levels.

1.2.6 An appraisal method where employees are asked to responsibly evaluate their own performance.

1.2.7 Top management of the organisation achieve a fair balance between the organisation's profit needs and the needs of the general society.

1.2.8 This is made up of all the suitable people from which a business organisation can choose its employees.

1.2.9 Refers to assets or things that are needed in a business.

1.2.10 The ability of the manager to influence the behaviour of others

(10 × 1) (10)

1.3 What do we mean by the following:

1.3.1 Motivation

1.3.2 Change management

1.3.3 Sustainability

1.3.4 People with disabilities

1.3.5 Programmed decisions

(5 × 2) (10)

[30]

TOTAL SECTION A: 30

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SECTION B

QUESTION 2

Read the scenario below and answer questions that follow.

GREATER UNITED KNITTING CO-OPERATIVE

The Greater United Knitting Co-operative (GUKCO) is a women-run enterprise in the North West province. The main objective of GUKCO is to create sustainable jobs through manufacturing clothes from recycled plastic waste.

In 1998, Margaret Bigboy started a knitting project among the women in the community with the aim of addressing poverty alleviation and creating jobs and assisting in crime prevention. In 2003, with the help of the Engen Community Trust, GUKCO was formed. Women from three independent knitting groups, from different racial groups, joined forces to become a viable business enterprise. In order to be able to achieve their objectives, they decided to set out a business strategy to assist them in achieving their objectives.

[Translated from*: Dow Jones Newswires, Published on: 4th April 1992*]

2.1 Identify the business objectives of Greater United Knitting Co-operative (GUKCO) as stated in the scenario above. (2)

2.2 Explain the reasons why business enterprises like Greater United Knitting Co-operative (GUKCO) set out objectives. (2)

2.3 Who normally sets out objectives of a business? (1)

2.4 Explain the following types of objectives found in organisations.

2.4.1 Financial objectives (2 x 2) (4)

2.4.2 Strategic objectives (2 x 2) (4)

2.5 Greater United Knitting Co-operative (GUKCO) must set out strategy in order to assist in achieving its business objectives.

Discuss how the strategy can assist in achieving business objectives. (6 × 2) (12)

2.6 Women from three independent knitting groups made some changes in management of Greater United Knitting Co-operative (GUKCO) when they joined the company.

Briefly discuss the reasons why some of the organisations fail to apply change management when needed. (4 × 2) (8)

[33]

QUESTION 3

3.1 Through the Engen Community Trust Incubator Programme, that helps developing independent social enterprises and offering assistance in finding proposed training programmes; GUKCO members completed an industrial knitting course at the Northern TVET College where they also gained soft skills.

3.1.1 State the reason why GUKCO members underwent an industrial knitting course at the Northern TVET College. (2)

3.1.2 Explain THREE categories of soft skills. (3 × 2) (6)

3.2 The industrial knitting course offered to GUKCO members empowered and motivated them personally in the business.

3.2.1 Explain reasons why motivating the employees is important. (6 × 2) (12)

3.2.2 Explain how Maslow's hierarchy of needs theory of motivation applies in the workplace. (5 × 2) (10)
[30]

QUESTION 4

4.1 The majority of GUKCO's employees/members are women, two with disabilities. Half of these employees are in full-time permanent positions, while the other half occupy part-time temporary positions.

Identify THREE barriers affecting disadvantaged people. (3)

4.2 The requirement of GUKCO is that it remains labour compliant and it, therefore, adheres to the Basic Conditions of Employment Act (BCEA).

Explain the regulations related to working hours. (6 × 2) (12)

4.3 Some of the decisions that may be taken by the GUKCO enterprise can be made with certainty conditions, others will be made based on uncertainty while others are being made based on dealing with risk conditions.

Briefly explain decision-making under the following headings:

4.3.1 Conditions of certainty (2 × 2) (4)

4.3.2 Conditions of risk (2 × 2) (4)

4.4 Management is able to carry out its decision-making by carrying out various functions.

State FOUR main functions carried out by management in an organisation. (4)
[27]

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QUESTION 5

GUKCO management believes that its enterprise plays a leading role in the community through the creation of employment opportunities and the empowerment of women. Its objectives are geared towards healthy partnerships and relationships with suppliers and customers, based on service delivery. To achieve its objectives, GUKCO believes in the involvement of all stakeholders in the decision-making process.

5.1	Briefly explain steps to be followed in a decision-making process.	(6 × 2)	(12)
5.2	Explain the factors that need to be considered when making decisions about training programmes needed in an organisation.	(5 × 2)	(10)
5.3	Explain the reasons why it is important for GUKCO management to know the results or outcomes of decisions taken in a business.	(4 × 2)	(8)
			[30]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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