higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

8 December 2020 (X-paper)
09:00–12:00

This question paper consists of 9 pages.

433Q1N2008

Copyright reserved

TIME: 3 HOURS
MARKS: 100

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

Copyright reserved

SECTION A

QUESTION 1

Various options are given as possible answers to the following questions. Choose the correct answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 ... is/are formal learning programmes that link learning directly to the workplace.

A Lifelong learning
B Learnerships
C Scholarships
D Qualifications

1.2 … goes hand in hand with delegation and responsibility.

A Power
B Leading
C Authority
D Accountability

1.3 Where buyers and sellers meet to trade with one another:

A Organisation
B Entrepreneur
C Market
D Stock exchange

1.4 Accepting … is not only unethical, it is also illegal.

A a gift
B a reward
C money
D a bribe

1.5 … refer(s) to the way in which various parts or departments of an organisation fit together and how various responsibilities are shared amongst the management team.

A The organisational structure
B Management
C Procedures
D Values

1.6 The code of principles and values based on morals that direct the behaviour of an individual or group in terms of what is right or wrong:

A Values
B Ethics
C Belief system
D Traditions

1.7 The monitoring of performance and actions to ensure that goals are achieved:

A Policy
B Leadership
C Motivation
D Control

1.8 … is the process of managing the implementation of change.

A Change management
B Change agenda
C Planned change
D Reactive change

1.9 A … is the partial or complete collective refusal to work, or the retardation or obstruction of work by employees.

A lockout
B union
C strike
D boycott

1.10 The … is the guidelines of an organisation which guide managers and workers in making decisions.

A act
B management
C procedure
D policy

(10 × 1) **[10]**

QUESTION 2

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (2.1–2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1	The date and time by which something must be done	A	customer
2.2	The inclusion of people who belong to various cultural groups	B	management
2.3	Refers to increasing the diversity of a job, adding to the number of tasks that a person performs	C	responsibility
2.4	Set of principles, instructions and guidelines which individuals choose to accept and follow	D	departmentalisation
2.5	Integrates the work of employees and with efficient utilisation of resources, achieve the organisation's objectives	E	delegation
2.6	Buys goods or services from shops or businesses	F	deadline
2.7	The system of values, beliefs and attitudes that people in an organisation share	G	belief system
2.8	The grouping of similar activities into controllable units under the leadership of one person	H	values
2.9	Employees have a/an … towards the organisation	I	job enlargement
2.10	Giving certain responsibilities to subordinates to have more time for the more complicated responsibilities	J	cultural diversity
		K	organisational culture
		L	organogram

(10 × 1) **[10]**

QUESTION 3

Choose a term from the following list for each of the descriptions below. Write only the answer next to the question number (3.1–3.10) in the ANSWER BOOK.

qualification; grievance policy; sorting; belief; accountability; values; policy; constitution; record management; planning; disciplining; code of conduct

3.1 It formulates rights that are important to the people of the country such as dignity, equality and freedom.

3.2 It states the ethical behaviour expected of every member of a particular organisation.

3.3 The arrangement and filing of records in a certain order.



3.4 The administrative service in an enterprise that creates and maintains systematic procedures and controls all phases of the records.

3.5 Action taken by the management of an organisation aimed at correcting an employee's disruptive behaviour.

3.6 The obligation to take responsibility for one's decisions and actions.

3.7 A planned combination of learning outcomes which enables a student to move into the marketplace and be appointed in a certain position.

3.8 Personal standards and objectives that guide people in the way they live and achieve goals.

3.9 It provides details on the actions that an employee can take to make a formal complaint against the employer.



3.10 Enables a manager to identify problems and think of solutions before they occur.

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

Read the case study and answer the questions.

Cape Town – Workers of the recycling company, Don't Waste protested at the company's V&A Waterfront base of operations yesterday, saying they were fired for joining a union. They had joined the South African Transport and Allied Workers Union (Satawu) after complaining about their wages and working conditions. Mother-of-four Cingelwa Lengisi, said she had been working for Don't Waste for the past three years and was a permanent employee.

'One of the managers called us into the office last Monday, one by one and told us that we are fired and must go to the company's Bellville office, because we joined the union because we complained about the payment rates,' she said. Lengisi said she worked as a sorter, separating bottles and cans and then putting them in different bags on a conveyor belt, which used to be manned by male workers. She said they faced a number of dangers from working at the conveyor belt. Their rates were R11,34 an hour, for a basic salary of R2 200 per month, which was not fair, considering that they worked from 7:00 to 19:00 as permanent workers.

Don't Waste markets itself as leading the market in South Africa by providing an environmentally friendly and sustainable waste solution that not only contributes to a cleaner environment, but positively impacts its clients' bottom line.

Satawu official, Bongani Matana said about 60 workers were dismissed. 'The workers have been here since Thursday and while they have voiced concerns regarding their employment, there have been no negotiations with management. 'We have contacted the site manager to discuss the workers' issues, but after the police came to disperse our members during a protest at the premises, he decided not to deal with us,' he said. Attempts to reach the operational manager of Don't Waste, Gary Byrne were also unsuccessful. The call was redirected to another person, who refused to give a name but provided the number of another senior manager, who declined to comment or provide a full name.

[Source: *Cape Times, 23/02/2017*]

QUESTION 4

4.1 Explain the rights of the employees of the Don't Waste company according to the current legislation, under the following headings:

4.1.1 Strike

4.1.2 Freedom of association

(2 × 2) (4)

4.2 Cingelwa Lengisi's role at Don't Waste is to separate bottles and cans and then putting them in different bags on a conveyor belt.

Give THREE reasons why Cingelwa Lengisi must understand her role at Don't Waste. (3 × 1) (3)

4.3 Considering the number of hours they worked, from 7:00 to 19:00 daily, explain the regulations of normal working hours to employees of Don't Waste according to the Basic Conditions of Employment Act. (3 × 2) (6)

4.4 The one manager of Don't Waste called the employees who joined the union, into the office and told them that they are fired.

Give FOUR reasons that allow an employer to terminate an employee's service as a decision-making function of a manager. (4 × 1) (4)

4.5 When terminating an employee's service, the managers of Don't Waste must give the employee a certificate of service termination.

State THREE aspects that need to appear in the certificate of termination of service. (3 × 1) (3)

4.6 Termination of service needs to be planned carefully.

State FIVE steps of this planning process. (5 × 2) (10)
[30]

QUESTION 5

5.1 The company, Don't Waste needs to implement a code of conduct to guide employees and managers in the workplace. Most ethical codes have rules that help employees to avoid illegal activities and to foster a good relationship with clients.

5.1.1 Explain FOUR reasons why Don't Waste recycling company should have a code of conduct. (4 × 1) (4)

5.1.2 State THREE possibilities that the managers and staff of Don't Waste recycling company can consider managing grievances and ethical conflict. (3 × 1) (3)

5.1.3 State FOUR advantages of having a code of ethics. (4 × 1) (4)

5.2 State FOUR ways in which the managers of the company, Don't Waste, can promote positive behaviour in employees. (4 × 2) (8)

5.3 State FOUR tasks that the management of Don't Waste could delegate to subordinates. (4 × 1) (4)
[23]

Copyright reserved

QUESTION 6

6.1 The recycling company, Don't Waste, needs to implement some changes to gain competitive advantage.

6.1.1 Name FOUR possible external reasons that can cause Don't Waste to implement changes without consulting employees. (4 × 1) (4)

6.1.2 State FOUR processes the company, Don't Waste needs to follow when dealing with reactive change. (4 × 1) (4)

6.1.3 Name and explain THREE types of change Don't Waste may need to make. (3 × 2) (6)

6.2 Explain THREE types of contracts that may be part of the functioning of Don't Waste recycling company. (3 × 1) (3)
[17]

TOTAL SECTION B: 70
GRAND TOTAL: 100

Copyright reserved