higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

27 February 2020 (Y-paper)
13:00–16:00

This question paper consists of 8 pages.

121Q1S2027

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

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SECTION A

QUESTION 1

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

1.1 Long-term planning normally happening at senior management level:

A Operational planning
B Strategic planning
C Functional planning
D Resources planning

1.2 Records recently created or currently in the filing system:

A Inactive records
B Active records
C Semi-active records
D Archive records

1.3 Employment policy aimed at addressing past discriminatory practices which had led to imbalance in the workplace:

A Affirmative action
B Discrimination
C Induction
D Ethics

1.4 Maximum ordinary weekly work hours for employees:

A 40 hours
B 9 hours
C 35 hours
D 45 hours

1.5 Accepting a … is not only unethical, it is also illegal.

A corporate gift
B gift approved by a supervisor
C bribe in the form of an expensive gift before closing a deal
D monetary gift within company policy

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1.6 Formal complaint by employee concerning possible violation of labour contract:

A Discipline ⌘
B Change agent
C Grievance
D Procedure

1.7 Obligation to exercise responsibility, create order and account for one's actions:

A Accountability
B Power
C Authority ⌘
D Management

1.8 Black people, women and people with disabilities:

A Workplace forum
B Cultural group
C Non-designated group
D Designated group ⌘

1.9 Ideology or set of principles helping people to interpret everyday reality:

A Belief system
B Values
C Procedure
D Policy

1.10 Relationship between an organisation and its employees:

A Labour relations ⌘
B Employee relations
C Employer relations
D Labour legislations

(10 × 1) **[10]**

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QUESTION 2

Choose ONE term from the list below for each of the following descriptions and write it next to the question number (2.1–2.10) in the ANSWER BOOK. Each term may only be used once.

termination; agent; trade union; lifelong learning; change management; Labour Relations Act; policy; authority; trust; right; external environment; Basic Conditions of Employment Act; accountability; internal environment; responsibility; decrease; learnerships ⌘

2.1 Obligation individuals employed by an organisation have towards that organisation ⌘

2.2 Freedom that a person has to take certain actions

2.3 Environment of which all systems, processes and people within an organisation are part

2.4 Goes hand in hand with delegation and responsibility

2.5 Expectation that someone will act in good faith ⌘

2.6 Act stating that a child younger than fifteen years may not be employed

2.7 Mechanism linking structured learning and work experience to obtain a registered qualification which signifies readiness for work

2.8 Process of managing implementation of change

2.9 Organisation, usually in a particular trade or profession, representing employees, especially in meetings with employers ⌘

2.10 When service is ended because employer is obliged to reduce the labour force

(10 × 1) **[10]**

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QUESTION 3

Choose a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (3.1–3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
3.1	Exclusion of employees by employer during labour unrest	A	change
3.2	Used to help people accept changes at work	B	productivity
3.3	Person responsible to assign duties to subordinates ⌘	C	profitability
3.4	Money taken from employee's salary for medical aid and pension fund	D	legislation
3.5	Ability to produce goods or services at a reasonable rate	E	remuneration
3.6	Refusal to accept new ideas or changes	F	resistance ⌘
3.7	Process followed to achieve a goal ⌘	G	communication
3.8	Body of laws put in place by government with which both employer and employee have to comply	H	coordinating
3.9	Getting people to work together towards the same goal	I	deductions
3.10	Occurs because new realities in the workplace or organisation replace old ones	J	supervisor
		K	lockout
		L	procedure
		M	agent ⌘

(10 × 1) **[10]**

TOTAL SECTION A: 30

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SECTION B

QUESTION 4

Read the extract below and answer the questions.

BOSS FIRED ME FOR HAVING HIV!

A young woman told *Daily Sun* that she believed she was dismissed from her job for being HIV-positive. The 23-year-old said her boss told her she should leave because she would infect staff and customers with the virus.

Speaking from her home in Tembisa, Ekurhuleni, the woman, said she had been hired at a Chicken Lick'n outlet as a cashier.

Everything went well until she arrived an hour late for work one Friday after having collected medication from a clinic. She said her boss called her to his office despite the fact that she had gotten permission from a manager the previous day to go to the clinic.

“I explained to him I had to collect treatment because I'm HIV-positive. He started yelling and asked me why I hadn't informed him before he hired me,” she said.

“He said he couldn't work with people who were sick, especially with HIV, as they would spit blood into the chickens and infect customers and staff.” The woman said she had been diagnosed nearly eight months before that.

Store owner Shuaib Mohamed said he would talk to the woman's boss but he doubted she had been fired for being sick. “We don't discriminate for any reason but it's important for staff to pull their weight and serve customers, especially during the probation period.”

CCMA CEO Cameron Morajane said it was unacceptable to dismiss someone for being HIV-positive and the woman had 30 days to lodge a formal complaint.

[SOURCE*: Daily Sun,* 12 March 2018]

4.1 Explain information on payments that should be made to an employee according to the Basic Conditions of Employment Act, No 97 of 1997 when employment is terminated. (1 × 2) (2)

4.2 Chicken Lick'n outlet boss said he couldn't work with people who were sick, especially with HIV, as they would spit blood into the chickens and infect customers and staff'. This is unfair labour practice.

Give FIVE other examples of unfair labour practice in an organisation. (5 × 1) (5)

4.3 CCMA CEO reminded Chicken Lick’n boss that the woman had the right to protection against unfair labour practice in terms of current legislation.

Explain any THREE rights of employees to be considered by the Chicken Lick'n outlet boss. (3 × 2) (6)

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4.4 Explain by means of examples how Chicken Lick'n can keep information about their customers and company confidential. (4 × 1) (4)

4.5 Briefly explain to Chicken Lick'n managers the importance of respecting confidentiality. (5 × 2) (10)
[27]

QUESTION 5

5.1 According to the manager of Chicken Lick'n the young woman had violated company policy.

5.1.1 Explain the term *company policy*. (2)

5.1.2 List FOUR possible implications for employees who fail to adhere to a company's policy. (4)

5.2 Describe FOUR main functions that managers should perform to achieve their objectives. (4 × 2) (8)

5.3 The store owner said that he would talk to the woman's boss but that he doubted she had been fired for being sick. He said he trusted his managers and their decisions.

Give FOUR reasons why trust is important in any organisation. (4 × 2) (8)
[22]

QUESTION 6

Store owner of Chicken Lick'n Shuaib Mohamed has decided to implement some changes to the company due to an employee's complaint of unfair treatment. Some employees may resist changes.

6.1 Explain the factors that Shuaib Mohamed must consider when planning change. (4 × 2) (8)

6.2 What important steps can Shuaib Mohamed follow in managing change? (5 × 1) (5)

6.3 The young woman said her boss yelled and asked why she hadn't informed him before he hired her that she was HIV-positive The boss behaved unprofessionally and used an autocratic style of leadership, the woman said.

Briefly discuss the *autocratic leadership style*. (4 × 2) (8)
[21]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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