higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

27 February 2018 (X-Paper)
09:00–12:00

This question paper consists of 8 pages.

NCV

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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. Write neatly and legibly.

NC(V)

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 A ... is a formal complaint by an employee concerning a possible violation of the labour contract.

A grievance
B change
C discipline
D misconduct

1.2 The statement of primary values of an organisation and the ethical rules it expects employees to follow:

A Belief system
B Values
C Culture
D Ethical codes

1.3 ... consist(s) of combined structured learning and work experience components.

A Learnership
B Lifelong learning
C Distance learning
D Postgraduate

1.4 Refers to an instance when an employee reports the transgression of a colleague:

A Affirmative action
B Resistance
C Whistle-blowing
D Warranty

1.5 Element of reactive change that is applicable when management try to put a new product on the market or provide a new service:

A Process Change
B Technical Change
C Administration Change
D Technological Change

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1.6 The desired method of setting wages and conditions of employment:

A Freedom of association
B Collective bargaining
C Collective agreement
D Lock-out

1.7 A document that lists the ethical behaviour expected of every member of a particular organisation:

A Collective bargaining
B Proactive
C System
D Code of conduct

1.8 A set of principles, instructions and guidelines which individuals choose to accept and follow:

A Screening and selection
B Policy
C Belief system
D Values

1.9 The exclusion of employees by the employer from workplace during labour unrest:

A Boycott
B Lock-out
C Picketing
D Strike

1.10 Refers to the way various parts of departments of an organisation fit together and how various responsibilities are shared out amongst the management team:

A Management
B Procedure
C Values
D Organisation structure

(10 × 1) **[10]**

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QUESTION 2

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

COLUMN A		COLUMN B	
2.1	Integrating the work of others through effective and efficient utilisation of resources to achieve organisation objectives	A	right
2.2	A planned combination of learning outcomes which has a defined purpose and which is intended to provide qualifying learners with applied competence and a basis for further learning	B	accountability
2.3	Things that happen outside or beyond the limits of an organisation	C	top management
2.4	The freedom that one has to take certain actions	D	lower management
2.5	Various types of cabinets and shelves designed to save paper	E	deadline
2.6	Refusal to accept new ideas or changes	F	coordination
2.7	Ensures that the organization combines all its activities in order to operate as a unit to achieve goals.	G	physical storage
2.8	The operational planning of this management level includes supervision of employees to execute their daily tasks	H	responsibility
2.9	The date and time by which something must be done	I	external environment
2.10	The obligation to exercise responsibility, create order and account for one's actions	J	management
		K	resistance
		L	qualification
		M	internal environment

(10 × 1) **[10]**

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QUESTION 3

Give ONE word or a term for each of the following descriptions by choosing a word or a term from the list below. Write only the word or term next to the question number (3.1–3.10) in the ANSWER BOOK.

accountability; policy; cultural diversity; 45 hours; planning; lower management; deadline; constitution; responsibility; confidentiality; organising; leading; designated group; 9 hours; organisational structure

3.1 Refers to black people, women and people with disabilities

3.2 The maximum number of hours that an employee may work per day for those who work five days or less per week

3.3 States clearly that various rights are important to the people of the country such as human dignity, equality and freedom

3.4 The obligation of an individual to perform assigned duties

3.5 The guidelines of an enterprise which guide a manager and workers in making decisions

3.6 The way in which jobs are arranged in an organisation

3.7 Refers to the inclusion of people who belong to various cultural groups with different human qualities in the workplace

3.8 Enables managers to identify problems before they occur and to think of solutions

3.9 Direct, influence and motivate individuals to perform the task allocated to them in order to achieve objectives of an organisation.

3.10 The control of access to certain people in order to protect information relevant to a business

(10 × 1) **[10]**

TOTAL SECTION A: 30

QUESTION 4

Read the scenario below and answer the questions.

NOKIA CELLPHONE PROVIDER

A few years ago, Nokia was the worldwide leader in handsets and smartphones. Then Apple introduced its first iPhone. Within a year, Nokia's smartphone market share plummeted, and its sales increasingly relied on low-price handsets. By 2010, Nokia's board knew something had to be done. It appointed a new CEO with Silicon Valley Experience, Stephen Elop. He knew Nokia faced pressing problems. Its smartphone share was down, and it was losing low-cost handsets business to Asian competitors. Nokia's R&D was behind the times. Its Symbian mobile operating system could not handle many of the leading applications that Apple's and Microsoft's systems could. Stephen Elop had to jump-start Nokia. Faced with situations like these managers like Stephen Elop can plan to change one or more of five aspects of their companies – their strategy, culture, structure, technologies or the attitudes and skills of the employees. Elop embarked on a strategy to renew Nokia by streamlining Nokia's product development process and by entering into a partnership with Microsoft with the aim of introducing a new Microsoft-based smartphone within a year.

In terms of structure Nokia split responsibility for its smartphones and handsets into two new units. It replaced managers in the Nokia mobile phones unit and markets unit. In technology, Elop reduced the Symbian operating system's central role in its smartphones, replacing it with Microsoft's mobile operating system.

With its culture, Elop had his new management team change the firm's culture, for instance by impressing on Nokia's employees the need to eradicate bureaucratic decision-making and to execute on Nokia's new strategy.

[Translated from: *Dessler G, 2014:125, Human Resource Management 4th edition*]

4.1 Identify FIVE main resources that the new CEO of Nokia, Stephen Elop, was required to have to perform management functions properly. (5)

4.2 To achieve Nokia objectives, Stephen Elop has to delegate some of his functions to subordinates.

Briefly explain FOUR tasks that Stephen Elop as a CEO of Nokia cannot delegate to subordinates. (4 × 2) (8)

4.3 Name FOUR types of contracts that Elop might enter into with service providers to achieve Nokia objectives. (4)

4.4 Elop encourages the use and respect of labour legislation.

Briefly explain to Elop aspects covered under Labour Relation Act as one of labour legislations. (4 × 2) (8)

[25]

QUESTION 5

5.1 Elop terminated employment of two managers in the Nokia mobile phones unit and markets unit and hired new competent managers. Other staff members considered this termination as unfair.

5.1.1. Explain THREE conditions under which employment can be terminated by an employer. (3 × 2) (6)

5.1.2. Describe the THREE types of unfair dismissal in a workplace. (3 × 2) (6)

5.2 State THREE possible implications for Nokia's employees who fail to adhere to the company's policy. (3)

5.3 Elop does his best to impress Nokia's employees by eradicating bureaucratic decision-making and ethical conflict and through the execution of Nokia's new strategy.

Briefly explain FIVE methods that Elop could use to deal with ethical conflict. (5 × 2) (10)

[25]

QUESTION 6

6.1 'Faced with situations like these, managers like Steven Elop can use their plan to change one or more of the five aspects of their companies'

6.1.1 Explain the term planned change (2)

6.1.2 Explain FIVE factors to be considered when planning change. (5 × 2) (10)

6.2 The issue of cultural diversity is another problem affecting the running of an organisation.

Suggest FOUR ways that Elop as Nokia's CEO could use to deal with cultural diversity in an organisation. (4)

6.3 Name FOUR additional management functions that Elop needs to perform for the success of the business. (4)

[20]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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