higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

8 November 2018 (X-Paper)
09:00–12:00

This question paper consists of 9 pages.

NCV

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.

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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 This provides details of the situations where an employee acts against the employer and the process of sorting their problem out:

A Employee representation
B Conditions of employment
C Grievance policy
D CCMA

1.2 Examine trends, relationship between business factors and events in business operations:

A Analytical reports
B Annual reports
C Management exception reports
D Accounting reports

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

A Belief system
B Values
C Ethics
D Traditions

1.4 A group of people who are referred to as the heads of departments and who are accountable and responsible for their respective departments:

A Top management
B Middle management
C Supervisor
D Lower management

1.5 Which ONE of the following is the maximum ordinary weekly working hours for an employee?

A 95 hours
B 35 hours
C 40 hours
D 45 hours

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1.6 In general, an ... is defined as any person working for an organisation.

A independent contractor
B employee
C aero
D organ

1.7 ... consists of combined and structured learning and work experience components.

A Lifelong learning
B Learnership
C Induction policy
D Friendship

1.8 ... is a document that lists the ethical behaviour expected of every member of a particular organisation.

A System
B Probation
C Collective agreement
D Code of conduct

1.9 ... is an employment policy aimed at addressing the past discriminatory practices that brought about imbalances.

A Affirmative action
B Recruitment
C Placement
D Induction

1.10 All systems, processes and people within the organisation are part of this environment:

A External environment
B Vision
C Management
D Internal environment

(10 × 1) **[10]**

NCV

QUESTION 2

Choose a word 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	The process that we follow to achieve a goal	A	constitution
2.2	The process of comparing desired results with actual results and taking corrective action where necessary	B	double amount
		C	severance pay
2.3	Set of principles, instructions and guidelines which individuals choose to accept and follow	D	skills learning
		E	lifelong learning
2.4	The process in which alternatives solutions to a problem are considered	F	procedure
		G	change management
2.5	An enthusiast for change who can pass his/her enthusiasm on to others, and so takes on the responsibility in a change	H	decision making
		I	learnership
2.6	The process during which people get to know one another and share their experience	J	change agent
		K	control
2.7	It states clearly that various rights are important to the people of the country, such as human dignity, equality and freedom	L	belief system
		M	communication
2.8	Payment for employees who work on a public holiday		
2.9	An approach where learning does not end with formal schooling but takes place in variety of different context such as at home and work		
2.10	It must be paid equal to at least one week's wages for each completed year of service in case of retrenchment		

(10 × 1) **[10]**

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QUESTION 3

Complete the following sentences by using the words provided in the list below. Write only the word(s) next to the question number (3.1–3.10) in the ANSWER BOOK. Each word/term may only be used ONCE.

values; organisational structure; 06:00-06:00; procedure; physical records; resistance; dispute; 18:00-06:00; responsibility; customer; reprimand; policy; trade union

3.1 Night shift is defined as the work performed between …

3.2 … someone officially when he/she has done something wrong.

3.3 … is a refusal to accept new ideas or changes.

3.4 A … is a person or an organisation to whom the organisation sell goods or services.

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

3.6 … is the obligation of an individual to perform assigned duties.

3.7 … arranges the jobs in an organisation.

3.8 A … is a disagreement between the employer and employees and their union with regard to any work-related matter or matter of common interest.

3.9 … are kept in various types of cabinets and shelves designed to store paper.

3.10 … are personal standards and personal objectives, which provide us with the goals we attempt to achieve in life.

(10 × 1) **[10]**

TOTAL SECTION A: 30

QUESTION 4

Read the following case study and then answer the questions.

'PILLAY REMAINS SUSPENDED – SARS'

SARS deputy commissioner Ivan Pillay remains suspended despite the unfair labour practice dispute being resolved through the CCMA on Wednesday, SARS said.

'In this regard, SARS hereby unequivocally state that Mr Pillay's suspension of 21 January 2015 is still effective despite today's CCMA resolution,' the SA Revenue Service (SARS) said in a statement.

'Mr Pillay and SARS have exercised their rights to keep the CCMA resolution confidential and no party is permitted to publicly disclose the details thereof.'

In a statement, SARS confirmed that the dispute with regard to the suspension of December 5, 2014 was 'amicably resolved' through conciliation at the CCMA.

'The resolution is only with regard to the unfair labour practice dispute lodged by Mr Pillay on 12 December 2014. It is a matter of public knowledge that the 05 December 2014 suspension was set aside by the Labour Court on 18 December 2014,' SARS said.

'Today's CCMA resolution has no effect on Mr Pillay's suspension of 21 January 2015, which is still effective pending an investigation into allegations of gross misconduct, acts of impropriety and bringing the organisation's name and reputation into disrepute.'
The January 21 suspension was made after affording Pillay a 'reasonable and fair' opportunity from December 19 to January 16 to provide reasons as to why he should not be suspended, Sars said.

Earlier, the Commission for Conciliation, Mediation and Arbitration (CCMA) said it could only confirm that the matter between SARS and Pillay had been settled as a result of a successful CCMA conciliation process. The CCMA declined to provide further details.

SARS said at the time it would not make any further comments about the details of the disciplinary procedures against him.

On December 5, Pillay and SARS's strategic planning and risk group executive Peter Richer were suspended for the first time amid allegations of a special projects unit engaging in illegal activities in SARS.

Also on Friday, the Mail & Guardian reported that Pillay decided to attempt to overturn his suspension via the CCMA. He also applied for compensation for what the labour court found was an unlawful suspension, the newspaper reported.

[Source: *The Citizen, 28 January 2015*]

4.1 Ivan Pillay was part of SARS management who performed most of management functions including planning.

Explain THREE types of planning Ivan Pillay could have used in order to achieve SARS's objectives. (3 × 2) (6)

4.2 Mr Pillay's allegation of misconduct affects the performance of other SARS employees.

Identify FOUR criteria that SARS could use to evaluate the performance of their employees. (4 × 1) (4)

4.3 'Mr Pillay and SARS have exercised their rights to keep the CCMA resolution confidential.'

Explain the importance of respecting confidentiality in a workplace. (4 × 2) (8)

4.4 Which body mentioned above is responsible to resolve conflict between employers and employees, as part of dispute resolution? (1)

4.5 Provide any other THREE functions of the body mentioned in 4.4 above. (3)

4.6 Lists THREE types of records related to Mr Pillay suspension that SARS management should keep in their office. (3)

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QUESTION 5

5.1 According to SARS management 'The resolution of CCMA was only taken with regard to the unfair labour practice dispute lodged by Mr Pillay on 12 December 2014.'

Explain THREE examples of unfair labour practices in an organisation. (3 × 2) (6)

5.2 Mr Pillay had the authority to delegate tasks to his subordinate.

Explain FOUR tasks that can be delegated to a subordinate in an organisation. (4 × 2) (8)

5.3 The suspension of Mr Pillay resulted in changes on the part of the SARS team leaders and their leaderships' styles.

List FIVE types of leadership styles SARS could use to deal with their business issues. (5)

5.4 The *Mail & Guardian* also reported that Mr Pillay decided to attempt to overturn his suspension via the CCMA so that he could get his position, role and responsibility back.

Explain FOUR purposes of understanding an individual's role in an organisation. (4 × 1) (4)

5.5 Identify FOUR negative ways in which Mr Pillay's behaviour had influenced the behaviour of other people inside and outside the SARS office. (4)

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QUESTION 6

6.1 Due to the suspension and the resignation of Mr Pillay later on, SARS decides to implement changes and also to see to it that the code of conduct is made applicable to all SARS employees at different branches. But not all employees responded positively to those changes.

Explain THREE possible reasons why some of the SARS employees resist change. (3 × 2) (6)

6.2 Provide FOUR ways SARS could use to overcome resistance to change. (4 × 1) (4)

6.3 Explain THREE external reasons that could have led to SARS implementing changes. (3 × 1) (3)

6.4 Illustrate FOUR essential elements of a code of conduct SARS could use to deal with unethical behaviour. (4 × 1) (4)

6.5 Name ONE organisational human resource policy SARS could use to solve labour issues. (1)

[18]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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