higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 2

(3021002)

18 November 2019 (Y-Paper)
13:00–16:00

This question paper consists of 9 pages.

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 blue or black ink.
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 A set of principles that we have chosen to live by and what we think and believe to be important:

A Trust
B Values
C Authority
D Personal ethics

1.2 It provides details of the situations where an employee can make a formal complaint against the employer and also the process of sorting out problems:

A Grievance policy
B Disciplinary policy
C Organisational policy
D Conditions of employment policy

1.3 Telling the truth and dealing with people in an open and fair way:

A Responsibility
B Honesty
C Fairness
D Confidentiality

1.4 Facilitate the linkage between structured learning and work experience in order to obtain a registered qualification:

A Apprenticeship
B Learnership
C Internship
D Lifelong learning

1.5 The inclusion of people who belong to various cultural groups:

A Traditions
B Resources
C Cultural diversity
D Code of conduct

1.6 Night shift is defined as a work performed between:

A 06h00–18h00
B 07h00–16h00
C 18h00–06h00
D 14h00-20h00

Copyright reserved

1.7 Change that occurs when an organisation makes changes to its practices after some threat or opportunity has already occurred:

A Resistance change
B Proactive change
C Planned change
D Reactive change

1.8 It involves monitoring performance and action to ensure that goals are achieved, also identify and rectify any deviations from set plans:

A Planning
B Organising
C Control
D Leading

1.9 The arrangement of records in order in which they are filed:

A Archives
B Operating
C Processing
D Sorting

1.10 Basic beliefs that a certain way of doing things is preferable to another.

A Culture
B Ethics
C Values
D Belief system

(10 × 1) **[10]**

QUESTION 2

Give ONE word/term for each of the following descriptions by choosing a word/term from the list below. Write only the word/term next to the question number (2.1–2.10) in the ANSWER BOOK. (Optional): Each word/term may only be used ONCE.

delegation; authority; learneship; management; trade union; decision making; policy; right; arbitration; customer; motivation; lifelong learning; unfair labour practice; confidentiality; organogram

2.1 … is the process in which alternative solutions to a problem are considered.

2.2 A … is a person or company who purchases goods and services.

2.3 … integrates the work of others through effective and efficient utilisation of resources and achieve of organisation's objectives.

2.4 … is important because one person cannot accomplish all the tasks necessary to attain the organisation's goals as it grows.

2.5 …is a concept spanning an entire lifetime in a process of transforming experience into knowledge, skills, attitudes, values, emotions, beliefs and the senses.

2.6 … allows a limited amount of people to access information in order to protect that information
that is relevant to the business.

2.7 A/An … is a diagram which illustrates or describes the structure of an organisation.

2.8 … is when negotiation or mediation is held by a neutral third party.

2.9 … is used by managers to influence the behaviour and performance of employees.

2.10 … is the guideline of an enterprise which guides the managers and workers in making decisions.

(10 × 1) **[10]**

QUESTION 3

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

COLUMN A		COLUMN B	
3.1	It states clearly that various rights are important to the people of the country, such as human dignity, equality and freedom	A	whistle-blowing
3.2	The freedom that one has to take certain actions	B	human resource
3.3	Employee found engaging in unacceptable behaviour can be subjected to this measure	C	values
3.4	A document that lists the ethical behaviour expected of every member of a particular organisation	D	change agent
3.5	It is where buyers and sellers meet to trade with each other	E	constitution
3.6	The role of this department involve the selection, training, motivation and disciplining of personnel to do job properly	F	reprimand
3.7	Enthusiast for change who can pass his enthusiasm into others, and takes on the responsibilities in a change programme	G	deadline
3.8	Refers to instances when an employee reports the transgressions of a colleague	H	belief system
3.9	The date and time by which something must be done	I	right
3.10	A set of principles and guidelines which individuals choose to accept and follow	J	market
		K	code of conduct
		L	external environment

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

QUESTION 4

Read the case study below and answer the questions.

The Labour Court ruled in August that Dlamalala's dismissal had been unfair and ordered the embassy to pay her almost R200k.

A young mother is struggling despite winning a court battle for unfair dismissal against the Timor-Leste embassy in Pretoria, which fired her because she was pregnant, only for the embassy to hide behind diplomatic immunity.

Noma Dlamalala, a South African citizen, started working for the embassy as a secretary in 2014, but went on four months' maternity leave in May 2016. She said the charged' affaires had begged her to return earlier, but the embassy's attorney informed her a week after she gave birth that her services were no longer required.

She was paid four months' salary until August, but had been unable to find a job ever since. The embassy insisted it was protected by diplomatic immunity but Dlamalala's attorney, Emile Myburgh, said immunity did not come into play where it concerned a contract entered into in South Africa with a local citizen with the work to be performed locally.

The Labour Court ruled in August that Dlamalala's dismissal, without a disciplinary hearing, had been unfair and ordered the embassy to pay her almost R200 000. When they refused to pay, Myburgh attached their bank account and found it had a R150 balance.

Myburgh said he had been financing the litigation from his own pocket because he could not just sit by idly while South Africa's labour laws were being flouted by people who believed they were beyond the law. 'The Vienna Convention obliges embassies to respect the laws of their host countries, but Timor-Leste's uses its diplomatic immunity to avoid its obligations,' he said.

The embassy's attorney, Jose Nascimento, said the embassy had been dissatisfied with Dlamalala's conduct and she wasn't fired because she was pregnant. The embassy would apply to have the judgment in her favour set aside.

[SOURCE: *The Citizen 24.11.2017*]

4.1 Noma Dlamalala, was unfairly dismissed because she went for four months' maternity leave and according to Labour Relation Act such dismissal is unfair labour practice.

4.1.1 Explain the concept unfair labour practice. (2)

4.1.2 Discuss THREE conditions under which employment can be terminated according to the Basic Conditions of Employment Act. (3 × 2) (6)

4.2 The embassy's attorney, Jose Nascimento, said the embassy had been dissatisfied with Dlamalala's conduct and she wasn't fired because she was pregnant.

Discuss FOUR essential elements of a code of conduct in an organisation. (4 × 2) (8)

4.3 The Labour Court ruled that Dlamalala's dismissal, without a disciplinary hearing, had been unfair and ordered the embassy to pay her almost R200 000.

Give the procedures that need to be followed when conducting a disciplinary hearing in an organisation. (5 × 1) (5)

4.4 The embassy insisted it was protected by diplomatic immunity but Dlamalala's attorney, Emile Myburgh, said immunity did not come into play where it concerned a contract entered into in South Africa with a local citizen with the work to be performed locally.

Differentiate between employment contract and lease agreement contracts that Timor-Leste embassy could enter into with the service providers to achieve its objectives. (2 × 2) (4)

4.5 Dlamalala attorney state that his client rights were undermined.

Explain THREE ways to deal with instances where an employee's rights are undermined. (3 × 2) (6)

[31]

QUESTION 5

Even though the Labour Court ruled that Dlamalala's dismissal, without a disciplinary hearing had been unfair and ordered the embassy to pay her almost R200 000. Timor-Leste embassy failed to take decision as instructed by court. The embassy attorney state that they would apply to have the judgment in her favour set aside and no changes will be made on decision taken.

5.1 List FIVE possible reasons why Timor-Leste Embassy resists applying changes as instructed by Labour Court. (5 × 1) (5)

5.2 Discuss TWO methods that Timor-Leste Embassy could use to overcome resistence to change. (2 × 2) (4)

5.3 Explain to Timor-Leste Embassy managers FOUR factors to be considered when plainning change. (4)

5.4 Useful change can lead to staff motivation. Identify THREE methods that could be used by Timor-Leste Embassy managers to motivate staff. (3)

5.5 Outline TWO tasks that Timor-Leste Embassy managers could delegate to the subordinates. (2 × 2) (4)

[20]

Copyright reserved

QUESTION 6

Myburgh, Dlamalala's attorney said he had been financing the litigation from his own pocket because he could not just sit by idly while South Africa's labour laws were being flouted by people who believed they were beyond the law and also untrustworthy. Financing the whole litigation is my responsibility as Dlamalala attorney, Myburgh said.

6.1 Explain the following terms with regard to delegation:

6.1.1 Responsibility

6.1.2 Accountability

(2 × 2) (4)

6.2 Explain to Timor-Leste embassy managers the importance of trust in an organisation (4 × 2) (8)

6.3 Noma Dlamalala, was fired even though she was on four months' maternity leave.

Identify other THREE types of leave that Timor-Leste embassy employees are entitled to according to Basic Conditions of Employment Act. (3 × 1) (3)

6.4 The way in which Timor-Leste embassy managers handled Dlamalala shows lack of leadership quality.

Discuss any TWO types of leadership styles that managers could use to exercise control. (2 × 2) (4)

[19]

TOTAL SECTION B: 70
GRAND TOTAL: 100

Copyright reserved