higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

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

This question paper consists of 9 pages.

NCV

TIME: 3 HOURS
MARKS: 200

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.

NCV

SECTION A

QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1 1.1.1 A right to equality means everyone is free to live anywhere in the Republic and has a right to a passport.

1.1.2 Arbitration acts as a judge to settle the arguments between employers and employees.

1.1.3 Archiving is storing historical documents which are not used often but are too valuable to be damaged or discarded.

1.1.4 The Unemployment Insurance Act provides for the payment of money to employees when they are unemployed, ill or on maternity leave.

1.1.5 Electronic documents can be stored on a memory stick.

1.1.6 Employees should be encouraged to report unethical or illegal behaviour at the workplace.

1.1.7 A company's values reflect its culture and its ultimate priorities.

1.1.8 All kinds of misconduct lead to immediate dismissal without a warning.

1.1.9 An employee is allowed to accept a bribe from a client but he may not tell others.

1.1.10 A company's vision does not define where it wants to be in future; its mission describes why it exists.

(10 × 1) (10)

1.2 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 (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 As a plan is being implemented, certain short-term goals will be achieved and specific performance targets will be met.

A Purpose
B Process
C Props
D Prototype

1.2.2 An employer terminates an employee's contract of employment and the person is discharged or removed from the office permanently.

A Conflict
B Dismissal
C Misconduct
D Grievance

1.2.3 People who purchase the products or services of the company.

A External service suppliers
B Internal service suppliers
C Internal clients
D External clients

1.2.4 If security around valuable items is unbroken, it could have this effect on the organisation.

A Other items may be too expensive to replace
B Staff morale may decrease
C Security will have to be improved
D Goal achievement

1.2.5 These types of questions draw information from the interviewees.

A Task-based questions.
B Applicant-based questions
C Company-based questions
D General questions

1.2.6 The aim of this strategy is to concentrate on a certain part of the market, such as a certain group of customers or a specialised product.

A Focus strategy
B Differentiation strategy
C Operation strategy
D Corporate strategy

1.2.7 The element that makes a company's products or services special, and that allows it to stand out amongst its competitors:

A Competitive advantage
B Market-driven
C SWOT analysis
D Customer-driven

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1.2.8 The purpose of a strategic plan should be grounded in the organisation's ...

A processes and procedures.
B norms and beliefs.
C ethics and morals.
D values and culture.

1.2.9 The process of storing documents, files, paper-based letters and electronic files for historical purpose.

A Stockpiling
B Sorting
C Archiving
D Retaining

1.2.10 ONE of the main advantages of the functional structure is that ...

A each unit in a company has its own strategy, plans and goals.
B decisions are often made impersonally at higher levels.
C creativity and freedom may be taken to irresponsible heights.
D the lines of authority might be unclear.

(10 × 1) (10)

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1.3 Choose a word or term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	The acceptable level of performance one can reliably and reasonably expect under normal circumstances	A	paper-based documents
1.3.2	A company's plan to set itself apart from other companies that offer similar services or products	B	Employment Equity Act
1.3.3	Letters, orders, invoices receipts, contracts, faxes and memos	C	cross-references
1.3.4	A process followed to end a dispute between two or more people	D	performance baseline
1.3.5	This Act protects workers and job seekers from unfair discrimination	E	organising
1.3.6	It becomes necessary where a file has multiple names	F	span of control
1.3.7	Storing documents in the wrong place, making it difficult to find them	G	misfiling
1.3.8	A process of gathering all the facts and resources for a project	H	résumé
1.3.9	A short written report of qualifications and work experience	I	mediation
1.3.10	The number of employees who report to the same manager	J	differentiation strategy

(10 × 1) (10)

1.4 State the benefits of a good operating practice in an organisation. (5 × 1) (5)

1.5 Give examples of various factors that may result in incapacity amongst employees in an organisation. (6 × 1) (6)

1.6 Name aspects of a good strategic plan. (4 × 1) (4)

1.7 Name FIVE places where information can be stored in an organisation. (5 × 1) (5)

[50]

TOTAL SECTION A: 50

SECTION B

Answer ALL the questions in SECTION B.

QUESTION 2

Read the scenario below and answer the questions.

LOTUS FIRE INSURANCE COMPANY

Leo Harris is one of the sales assistants at the Lotus Fire Insurance Company. He is in charge of a group of clerical workers who review changed policies, endorsements, and riders, calculate commissions, and maintain records.

He is very meticulous, and everything coming out of his group is perfect. He does not delegate authority and responsibility but rechecks in detail all the work turned out by his group. He keeps on returning careless and inaccurate work to them until it is perfect. As a result he is busy from early morning until late at night doing detail work, and is neglecting his role as supervisor.

His workers have figured him out and are taking it easy. They do slapdash work and simply correct it every time he returns it to them.

Some of his clerical workers are concerned that Harris is overworking himself and is heading for a nervous breakdown. They told him, in general terms, to delegate authority and responsibility and to discipline the lazy group members. He responded by saying that he could not just discipline them, since he was unable to find people who have pride in their work or concern for the company; should he fire any of his people or should they quit, the replacements would probably be worse. He encouraged them to work hard and place a higher value on every client.

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2.1 Discuss the policies and procedures that Leo Harris has to keep in mind with regard to the treatment of internal clients. (5 × 2) (10)

2.2 Differentiate between *internal clients* and *external clients*. (2 × 2) (4)

2.3 Explain the responsibilities of Leo Harris within the Lotus Fire Insurance Company, based on the information provided in the scenario above. (2 × 2) (4)

2.4 Name SIX main pieces of labour legislation that Leo Harris can use to regulate employment issues. (6 × 1) (6)

2.5 Like at any other company, the employees of the Lotus Fire Insurance Company have rights.

Explain the concept of *freedom of association* with reference to employer and employees of the Lotus Fire Insurance Company. (6)

2.6 Explain how Leo Harris can handle internal conflict in order to prevent unfair labour practice disputes. (5 × 2) (10)
[40]

QUESTION 3

3.1 One of the responsibilities of the clerical group supervised by Leo Harris is to maintain records of item.

Discuss the implication for productivity when an item cannot be located. (3 × 2) (6)

3.2 Give the steps to be taken to locate, obtain, copy and despatch required information to the correct person or location. (4 × 1) (4)

3.3 Describe the procedure that needs to be followed when Leo Harris wants to record retrieved information. (5 × 2) (10)

3.4 State the security risks that Leo Harris needs to be aware of within the area of his authority in the company. (5 × 1) (5)

3.5 Mary is a newly appointed receptionist under the supervision of Leo Harris. As a receptionist she interfaces and interacts with many clients.

Give any FIVE good practices she should apply when interfacing and interacting with clients. (5 × 1) (5)
[30]

QUESTION 4

4.1 To get more clients, a company must have strategies.

Name and explain the role of the various organisational strategies in business performance. (5 × 2) (10)

4.2 State the benefits of a strategic plan for performance monitoring. (5 × 2) (10)

4.3 Explain how Leo Harris can update records in his record-keeping system. (3 × 2) (6)

4.4 Describe to Leo Harris how the requirements of the Basic Conditions of Employment Act are applied within the organisation. (5 × 2) (10)

4.5 Define the following concepts:

4.5.1 Organisational structure

4.5.2 Service supplier

(2 × 2) (4)
[40]

QUESTION 5

5.1 As a supervisor, Leo Harris plays a part in hiring and interviewing new staff.

5.1.1 Identify the documents that are required to ensure that interviews are conducted strictly in accordance with the Labour Relations Act. (5 × 1) (5)

5.1.2 Give FIVE questions that are unacceptable in interviews with prospective employees. (5 × 1) (5)

5.1.3 Indicate why it is necessary to prepare questions before an interview. (5 × 2) (10)

5.2 It is important to understand how the Commission for Conciliation, Mediation and Arbitration (CCMA) operates.

Give FIVE functions of the CCMA. (5 × 2) (10)

5.3 Explain to Leo Harris the importance of internal service suppliers with regard to their impact on the business. (5 × 2) (10)
[40]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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