higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

26 February 2020

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	A
	1.1.2	B
	1.1.3	B
	1.1.4	C
	1.1.5	B
	1.1.6	D
	1.1.7	C
	1.1.8	D
	1.1.9	D
	1.1.10	C

(10 × 1) (10)

1.2	1.2.1	False
	1.2.2	True
	1.2.3	False
	1.2.4	True
	1.2.5	True
	1.2.6	True
	1.2.7	False
	1.2.8	True
	1.2.9	True
	1.2.10	False

(10 × 1) (10)

1.3	1.3.1	L
	1.3.2	I
	1.3.3	A
	1.3.4	B
	1.3.5	D
	1.3.6	C
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	1.3.8	E
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	1.3.10	K

(10 × 1) (10)

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1.4
- Proposals are accepted until the deadline for submissions has passed.
- A record is kept of each proposal received and the date it was submitted.
- The proposals are then sorted and evaluated against a set of predetermined criteria that reflect the company's requirements.
- Those service suppliers that best meet the criteria are placed on a short list.
- Those whose proposal was unsuccessful are notified in writing or by email.
- The short-listed candidates may be contacted for an interview and asked to make a presentation of how they will provide the service.
- A finalist is chosen based on the outcome of the interview.

(Any relevant 5 × 2) (10)
[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

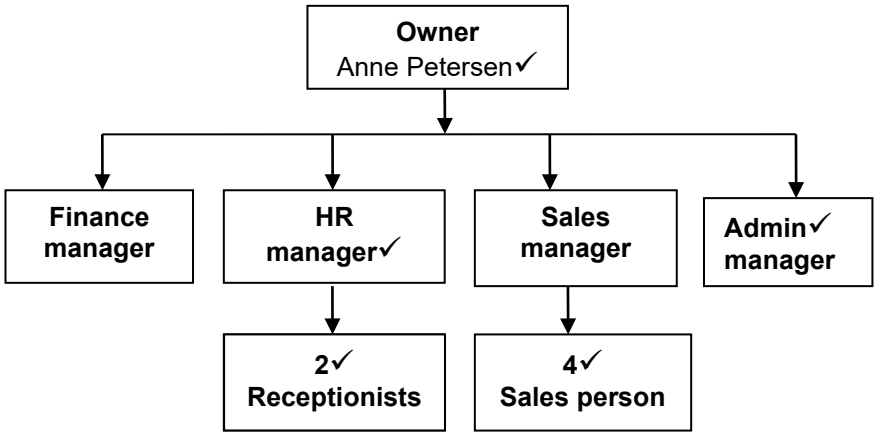
2.1 2.1.1 Clients are people that are dependent on/need the company's goods and services. (2)

2.1.2
- Internal clients include company employed staff as well as people who have a very close association with the company, even though they do not take a salary✓✓ for examples all personnel, including workers, supervisors and managers✓
- External clients are people or entities that are independent of the company, they pay for the company's services and goods or company pays for theirs,✓✓ for example hired or contracted service providers.✓ (2 × 3) (6)

2.2
- Stand up when meeting someone.
- Smile.
- Make eye contact.
- Introduce him/her immediately.
- Include a statement about who he/she is when necessary.
- Offer a firm handshake and keep it brief.
- Learn how to make smooth introductions.
- Use first names of people whom you have met only after they have given permission. (Any relevant 7 × 1) (7)

2.3
- Clarity – means that both parties could take some things for granted and both could anticipate certain things to happen if communication is not clear enough.
- Accuracy – all information given to the client must be correct and accurate
- Honesty – their personal integrity, sincerity and fairness will be reflected in the way they treat clients
- Friendliness – clients must perceive that they are easy to get along with, that they are responsive to their queries and comments
- Empathy – clients need to sense that Anne and her staff members understand their feelings and can identify with their situation
- Conciseness – being wordy and rambling on and on about something does not promote good communication, neither does repeating the same thing more often than is necessary
- Good manners – be polite and show respect and consideration towards clients (Any relevant 4 × 1) (4)

2.4



(5)

2.5 2.5.1 The sales manager achieves the sales targets and generates revenue for the organisation.

2.5.2 The finance manager deals with the finances, budgeting, allocation of finances to expenses, departments, etc.

2.5.3 The human resources manager deals with the recruiting, selection and placement of new staff.

(Any relevant 3 × 2) (6)

2.6 It enables management to:
- Identify the organisational structures that need to be considered
- Identify the aspects and activities of the business that are priorities and the objectives that need to be achieved
- Establish how decisions are to be taken based on management consideration
- Decide what the chain of command should be
- Identify how reporting should take place (Any relevant 2 × 2) (4)

[34]

QUESTION 3

3.1 3.1.1

- An employer must give employees who work continuously for more than 5 hours a meal interval of at least one continuous hour.
- Employees must be remunerated for a meal interval.
- An agreement in writing may reduce the meal interval to not less than 30 min. (Any 2 × 2) (4)

3.1.2

- Employees are not required or permitted to work more than 45 hours in any week✓✓ and 9 hours in any day if the employee works for 5 days or fewer in a week.✓✓
- 8 hours in any day if the employee works more than 5 days in a week✓✓
- Employees' ordinary hours of work may by agreement be extended by up to 15 minutes in a day but not more than 60 minutes in a week✓✓ (Any 2 × 2) (4)

3.1.3

- Employer may not require or permit an employee to work overtime except by an agreement.
- Employees may not work more than 10 hours overtime a week
- An agreement may not permit an employee to work more than 12 hours on a day, in other words a worker may not work more than 3 hours overtime per day.
- A collective agreement may increase overtime to fifteen hours per week for up to two months in any periods of 12 months.
- Overtime must be paid at 1,5 times the employee's normal wage or an employee may agree to receive paid time off. (5 × 2) (10)

3.2 3.2.1 Is refers to unfairness in the way employees are treated at work, which is in a way that is not according to labour legislation. (2)

3.2.2

- Annual leave✓ – After 12 months' employment with the same employer, an employee is entitled to leave with full pay✓ (at least 21 consecutive days or one day for every 17 days worked or one hour for every 17 hours worked).✓
- Sick leave✓ – The right to sick leave accrues only when an employee is incapable of working owing to sickness or injury.✓ An employee may take a total of six weeks paid sick leave for every 36 months of employment.✓
- Family responsibility leave✓ – An employee who has worked for longer than 4 months and who works for at least 4 days in a week is entitled to 3 days' paid family responsibility leave,✓ when an employee's child is born or sick or in the event of death of an employee's immediate family.✓ (3 × 3) (9)

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3.3 3.3.1 It refers to a situation that takes place when an employer terminates an employee's contract of employment, in other words, the person is discharged and removed from the office permanently. (2)

3.3.2
- To work on a public holiday, the employer and employee must firstly have an agreement.
- The employer must pay employees for a public holiday on their usual payday.
- Employees who work on a public holiday should be paid double the amount they normally receive per day.
- The employer must pay employees who get a fixed salary every month, at least the wage that they would get on an ordinary working day, if they do not work on a public holiday. (4 × 2) (8)

3.3.3
- The employee must be given notice of the charge (nature of the offence) against him/her.
- In the case of repeated minor misconduct the employee must have been given sufficient warning in terms of the disciplinary code.
- The employee must be given reasonable time to prepare his/her response.
- During the hearing the employee must be given the opportunity to state his/her case and must also be allowed representation.
- After the hearing the employee must be fully informed of the reason for the decision taken.
- Where an employee has been dismissed, he/she must be reminded that he/she can refer the matter to the CCMA.

(Any 5 × 2) (10)
[49]

QUESTION 4

4.1 4.1.1
- Strategic planning is the process of deciding on the appropriate objectives of the organisation for five to ten years into the future.
- Strategic planning establishes a set of long-term goals and objectives and develops a framework within which to achieve these goals and objectives. (Any 1 × 2) (2)

4.1.2
- Board members – at least the chairperson of the board
- Leadership of the organisation – the director and other managers
- Staff and or volunteers
- Members of the organisation
- Representative of the community served
- External stakeholders (Any 4 × 1) (4)

4.2 4.2.1
- Can be coordinated properly
- Inspections and assessments can be harmonised
- Comparisons can be made between staff
- It ensures that everyone is working towards the same goals

(Any 2 × 2) (4)

4.2.2
- Results from performance monitoring will cast light on weaknesses and oversights in the strategic plan.
- They can be pinpointed and management's decisions can be based on accurate situational data.
- New or neglected priorities can be identified and interventions designed around them.
- Preventative action can be planned to rule out future problems.

(Any 2 × 2) (4)

4.2.3
- Reporting will be based on measurable, factual observations.
- The performance data can be represented in graphical format so that progress is clear at a glance.
- They can inform the staff in measurable terms how well they are performing in reaching the various objectives.
- It is possible to give constructive detailed feedback to the staff.

(Any 2 × 2) (4)

4.3
- Links up with the company's vision and mission
- Based on the company's values and priorities
- Stays true to the company's profile
- Acknowledges its stakeholder base
- Linked with the business environment
- Recognises its SWOT analysis
- Navigates the company towards its destination
- Sets out the ways and means of evaluation
- Spells out the company's identity
- Clarifies the company's position
- Identifies the company's destination

(Any relevant 4 × 2) (8)

4.4
- Be consistent with the rest of the plan: its vision, mission, values and outcomes
- Actively contribute to reaching the company's goals
- Be realistic and achievable within the given time frame
- Be in the correct, logical order
- Be flexible
- Be measurable

(Any 4 × 1) (4)

4.5
- It links the time frame to special events in the life of the company.
- It updates records before sending out letters and messages to clients.

(2 × 2) (4)

[34]

QUESTION 5

5.1 5.1.1

- Alphabetic
  It is based on names or the subject matter or places. It starts from A and ends with the last alphabetic letter applicable.
- Numeric
  Documents are arranged according to numbers, such as dates.
- Alphanumeric
  This method uses both letters and numerals.
- Subject
  Files are arranged according to subjects or topics.
- Geographical
  Files are grouped according to location, for example according to town, region, country or territory.
- Chronological
  Filing is done according to dates. The most recent date is placed first (on top). (Any 4 × 2) (8)

5.1.2

- Stiffies
- Compact discs (CD)
- Hard drive
- Digital versatile disks (DVD)
- Network server
- Magnetic tapes
- Labelling disks
- USB (Any 5 × 1) (5)

5.1.3

- Recall the findings
- Monitor progress
- Take informed decisions
- Evaluate choices and decisions
- Assess projects
- Be specific when reporting
- Keep to the facts
- Pass on useful information
- Stay motivated
- Experience less frustration and stress (Any 4 × 1) (4)

5.2
- Other items might be at risk.
- May result in damaged or stolen items.
- Access to confidential information.
- Security will have to be improved, which has cost implications.
- New procedures might be required.
- Some items might be impossible or very difficult to replace.
- Other items may be too expensive to replace.
- Productivity is affected when a production process or project that depended on lost items comes to a halt.
- Valuable information might be lost.
- Time is wasted that would otherwise have been spent on work.
- Staff morale may be affected.
- The organisation's reputation may be affected. (Any 5 × 2) (10)

5.3
- Separate documents with thin sheets of tissue paper and keep them out of strong light.
- Very thin sheets of paper such as tracing paper must be carefully placed in a large envelope before filing is done.
- Do not punch holes in a special document.
- When using a rubber band to hold documents together, take care that the last pages are not crumpled in the process.
- If you suspect that there are rodents or dust mites in the storage area, keep the documents in a tightly closed metal, glass or plastic container.
- Gently roll up posters, maps or architect's plans and place them in a cardboard tube. Put a label on the side or on the plastic lid of the tube and clearly mark it.
- Make copies of valuable documents and store them elsewhere. (Any 5 × 2) (10)

5.4
- Ensure that the items are no longer in use for that day/project/year, et cetera.
- Check it against the register that was signed when the item was taken from its place of safety to be used.
- Sign when the item has been returned.
- Check it for any damage and if damaged, report it to your senior and record it in the register.
- Take care of the item before storing it.
- Place the item in the correct alphabetical or numerical order.
- Check that the place of storage is neat and clean and that there is no possibility of dampness. (Any relevant 3 × 2) (6)

[43]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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