higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

26 February 2020 (X-paper)
09:00–12:00

This question paper consists of 10 pages.

059Q1S2026

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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. Start each section on a new page.
5. Use only a blue or black pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 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 (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The process of arranging documents in the same sequence as the filing system before placing them into the folders, is called …

A sorting.
B filing.
C indexing.
D coding.

1.1.2 Its measures are intended to ensure that suitably qualified employees from designated groups have equal employment opportunity and are equitably represented in the workplace.

A Interviews
B Affirmative action
C Discrimination
D Organisational procedures

1.1.3 … means that individuals have a right to relate to people or groups of their own choice.

A Cultural diversity
B Freedom of association
C Picketing
D Right to strike

1.1.4 This item does not form part of the steps in handling required information:

A Verify the required information
B Obtain permission to search for the information
C Disorderly record-keeping
D Find the information

1.1.5 … standards include standards proposed by organisations such as the United Nations, the World Bank and the Organisation for Economic Cooperation and Development.

A Private sector
B Public sector
C Civil society
D Trade union sector

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1.1.6 The performance … is the acceptable level of performance one can reliably and reasonably expect under normal circumstances.

A target
B standard
C procedure
D baseline

1.1.7 A ... organisational structure is a structure with few levels of management and wider spans of control.

A line
B functional
C flat
D matrix

1.1.8 Valuable information includes …

A details of how a product is made.
B the time to bring out a new product and the production cost of that item.
C personal information of employees.
D All of the abovementioned

1.1.9 … is a general guideline for managers when they make decisions.

A Operating practice
B Company guidelines
C Procedure
D Policy

1.1.10 People such as employers or church leaders, who provide information about an applicant's character are the …

A external service suppliers.
B resumes.
C references.
D internal service suppliers.

(10 × 1) (10)

1.2 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Documents have to be stored in a manner that ensures that they are undamaged, safe and unavailable when required.

1.2.2 Goals are the objectives that the organisation wants to achieve.

1.2.3 The general dress code in the workplace is that of casual wear, which can include tight legging and miniskirts.

1.2.4 The final step in any planning process is to monitor and evaluate progress.

1.2.5 'Tell me about yourself 'is an applicant-based question used in an interview.

1.2.6 Discrimination against employees on the basis of HIV/AIDS status is prohibited.

1.2.7 When a strike is protected an employee may lose his/her job for having taken part in the strike.

1.2.8 The arbitration award is the final binding decision.

1.2.9 The operating strategy involves all the tasks another organisation plans to perform that offers similar services or products.

1.2.10 Misfiling applies to paper-based documentation only.

(10 × 1) (10)

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

COLUMN A		COLUMN B	
1.3.1	Refers to bad behaviour on the part of the employee	A	flow chart
1.3.2	Process by which people get to know one another and share their views and experiences	B	prototype
1.3.3	Good way of showing which task must be finished before another task can begin	C	constitution
1.3.4	Original strategy of a business from which further strategies can be developed	D	procedure
1.3.5	Indicates the course of action to be taken when dealing with an issue in the workplace or managing certain aspects of the business	E	organogram
1.3.6	Basic laws and principles by which a country is governed	F	breach of security
1.3.7	Describes why a company exists, its overall purpose	G	mission
1.3.8	Order of control of tasks and activities in an organisation	H	OHSA
1.3.9	Refers to a situation where unauthorised persons gain access to a confidential document	I	communication
1.3.10	Method of filing which uses both letters and numbers	J	objectives
		K	alphanumerical
		L	misconduct

(10 × 1) (10)

1.4 Describe the procedure that should be followed to select service suppliers.

(5 × 2) (10)

[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

Read the scenario below and answer the questions.

Anne Petersen is the owner of The Millennium Office Machine Company located at Polokwane. Its main responsibility is to sell office machines and to repair those machines if necessary. Most of the company's clients are government departments, local businesses and its employees.

The Millennium Office Machine Company has four managers who head the following departments: Administration, Sales, Human Resources and Finance. Anne also has two receptionists reporting to the human resources manager and four salespersons reporting to the sales manager. Although she employed managers to be responsible for different departments, Anne knows that she as the owner has to take full accountability for the success of the business.

Anne is an autocratic leader and has never been supportive to her staff as a leader. She denied Elizabeth four months materinty leave and gave her only two months. Anne instructed her staff to report for work on 16 June without discussing the issue with them. Employees are unhappy and they would like to see strategic change in the workplace. However, Anne is against any ideas that suggest strategic change in her bussiness.

When employees spoke to their union representative about this issue, she got very angry and accused them of being troublemakers. She also tells them that whatever happens in the bussiness should remain confidential. If not, they will be disciplined in a very harsh way.

2.1 Most of the company's clients are government departments, local businesses and its employees.

2.1.1 Define the term *client*. (2)

2.1.2 There are TWO types of clients, internal and external clients.

Differentiate between *internal clients* and *external clients* and give relevant examples. (2 × 3) (6)

2.2 Clients are very important to any organisation and therefore management must acknowledge them.

State SEVEN ways in which employees of The Millennium Office Machine Company should act when greeting clients according to company practices. (7)

2.3 Explain the established company standard that Anne and her staff members can use to communicate with clients. (4)

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2.4 Give the organisational structure of The Millennium Office Machine Company in the form of an organogram. (5)

2.5 Explain the roles of the following managers at The Millennium Office Machine Company:

2.5.1 Sales manager

2.5.2 Finance manager

2.5.3 Human resource manager

(3 × 2) (6)

2.6 Organisational structures are important for the business to enable it to achieve its purpose and objectives.

Explain TWO reasons for choosing an organisational structure for an organisation. (2 × 2) (4)

[34]

QUESTION 3

3.1 Anne has never been supportive to her staff as an owner. She did not respect employee rights as laid down in labour legislation.

Explain the following rights as laid down in the Basic Condition of Employment Act:

3.1.1 Meal intervals (2 × 2) (4)

3.1.2 Ordinary hours of work (2 × 2) (4)

3.1.3 Overtime (5 × 2) (10)

3.2 Anne denied Elizabeth four months materninty leave and gave her only two months.

3.2.1 Denying Elizabeth four months maternity leave is unfair labour practice.

Define what *unfair labour practice* is. (2)

3.2.2 Discuss types of leave that employees are entitled to within an organisation, other than the maternity leave mentioned in QUESTION 3.2. (3 × 3) (9)

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3.3 Anne also instructed Elizabeth and other staff members to report for work on 16 June without discussing the issue with them. She threatened to dismiss those who will fail to come.

3.3.1 Explain the term *dismissal*. (2)

3.3.2 State FOUR things that need to be considered by both employer and employee when applying to work on a public holiday as indicated in the Basic Conditions of Employment Act (BCEA).
(4 × 2) (8)

3.3.3 Explain FIVE steps to be taken to ensure that dismissals are substantively and procedurally correct and fair with reference to the Labour Relations Act.
(5 × 2) (10)
[49]

QUESTION 4

4.1 Employees feel unhappy and they like to see changes of strategies in the workplace. However, Anne is against any ideas that suggest strategic change in her bussiness.

4.1.1 Describe the term *strategic planning.* (2)

4.1.2 Who should be included in the strategic planning process? (4)

4.2 Having a strategic plan makes it easier to monitor performance meaningfully and also to achieve organisational objectives.

Explain to Anne the benefits of strategic planning under the following headings:

4.2.1 Enhanced coordination

4.2.2 Informed interventions

4.2.3 Improved reporting
(3 × 4) (12)

4.3 Explain FOUR aspects of a good strategic plan. (4 × 2) (8)

4.4 Any objectives that are included in the time frame of a strategic plan must meet several requirements.

State FOUR requirements of these objectives. (4)

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4.5 To update the record-keeping for a specific time frame, a strategy linked to specific tasks must be followed.

Describe the term *timing in a strategic plan*. (2 × 2) (4)
[34]

QUESTION 5

5.1

When employees spoke to their union representative about the issues they have with Anne, she got very angry and accused them of being troublemakers. She then asked the human resource manager to record the names of all workes who spoke with the union about her conduct. She said that whatever happens in the bussiness should remain confidential and those who said something to the union will be disciplined in a very harsh way.

5.1.1 Discuss FOUR methods of classification and cross referencing that the human resources manager of The Millennium Office Machine Company can use in recording names of workers who spoke with the union about Anne's conduct. (4 × 2) (8)

5.1.2 Recording of employees names can be done manually or electronically.

Name the equipment used for electronic filing. (5)

5.1.3 State FOUR reasons why it is necessary to record information. (4)

5.2 Give examples of the effects on an organisation when there is insufficient confidentiality and breach of security takes place. (5 × 2) (10)

5.3 Explain how the human resources manager can apply safety measures to all documents in a manner that ensures that they are undamaged, safe and accessible when required. (5 × 2) (10)

5.4 Explain the process that the human resources manager should follow to maintain the security of valuable items. (3 × 2) (6)
[43]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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