higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

7 November 2018 (X-Paper)
09:00–12:00

This question paper consists of 12 pages.

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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. 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 Formal learning programmes that link learning directly to the workplace.

A Workshop
B Learnerships
C Practic al
D Long-life learning

1.1.2 Employees get six weeks … during each 36-month period cycle.

A study leave
B family responsibility leave
C annual leave
D sick leave

1.1.3 This act provides rules to ensure that there is fair and similar treatment for all people in the workplace.

A Employment Equity Act
B Occupation Health and Safety Act
C Skills Development Act
D Unemployment Insurance Act

1.1.4 A formalised system which the management can use to establish whether the goal of the organisation is being achieved or accomplished.

A Strategic planning
B Timeframes
C Performance ventures
D Performance monitoring

1.1.5 According to this act overtime must be paid at 1,5 times the employee's normal wage.

A Skills Development Act
B Unemployment Insurance Act
C Labour Relations Act
D Basic Conditions of Employment Act

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1.1.6 These organisations are made up of representatives of workers and junior management employees.

A Trade unions
B Organisational structures
C Workplace forums
D CCMA

1.1.7 The … is responsible to make sure that the products are made at the right quality and lowest cost.

A operation manager
B general manager
C advertising manager
D public relations manager

1.1.8 … refers to a group of people standing or marching in front of a building to protest about something.

A Collective bargaining
B Lock-out
C Picket
D Strike

1.1.9 … involve a recording system by a name, subject, location or number determined in the process of indexing.

A Sorting records
B Cross-reference records
C Indexing records
D Coding records

1.1.10 This act makes provision for the protection of employees who report fraud, bribery and corruption in the workplace.

A Unemployment Insurance Act
B Labour Relations Act
C Employment Equity Act
D Protected Disclosures Act

(10 × 1) (10)

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1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.2.1–1.2.15) in the ANSWER BOOK.

1.2.1 A strategic plan is usually focused on the entire organisation, while the focus of a business plan is usually on a particular product or service.

1.2.2 Identification of the organisation's vision and mission is the first step of any strategic planning process.

1.2.3 Sorting refers to the process of locating stored information.

1.2.4 The mission helps to build the values, cultures and image of the enterprise.

1.2.5 The values of the enterprise are the ways in which the enterprise handles its customers, suppliers, employees and other enterprises.

1.2.6 Staff as well as volunteers should be included in the strategic planning process.

1.2.7 Employer organisations are formed when employees in the same industry group together in more or less the same way as the unions do.

1.2.8 For a good filing system, documents must be stored in such a manner that it can be found easily and quickly.

1.2.9 The organisational structure in a business consists of a formal arrangement of posts.

1.2.10 A matrix organisational structure indicates a clear chain of command.

1.2.11 Lower management refers to heads of department, for example the marketing manager or the human resource manager.

1.2.12 Perception refers to an employment policy aimed at redressing the past discriminatory practices that brought about imbalances in the workforce.

1.2.13 Records are filed alphabetically by topic or category rather than according to individual or business names.

1.2.14 A strike is a desired method of settling wage disputes and conditions of employment.

1.2.15 The interview usually commences by focusing on the applicant's skills for carrying out the actual tasks in the relevant position.

(15 × 1) (15)

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

COLUMN A		COLUMN B	
1.3.1	Throwing away older documents that are no longer immediately useful and keeping the others	A	NEHAWU
1.3.2	Strategies that are used to generate development within the company	B	disciplinary hearing
1.3.3	Refers to all the activities needed to operate the storage and retrieval system	C	growth strategies
1.3.4	This strategy focuses on the organisation's scope of activities and resources deployment	D	NUMSA
1.3.5	The biggest metalworkers' trade union in South Africa	E	OHSA
1.3.6	It eliminates unnecessary moving back and forth from shelf to shelf	F	corporate strategy
1.3.7	A formal hearing organised by the employer which the employee concerned must attend to respond for unsatisfactory conduct	G	records maintenance
1.3.8	It is often linked with bullying and harassment	H	division structure
1.3.9	This organisational structure groups people by typical broad business activities such as marketing and human resources - then further subdivides as necessary	I	LRA
1.3.10	This act focuses on the promotion of collective bargaining as the desired method of settling wage disputes and conditions of employment.	J	functional structure
		K	sorting
		L	discrimination
		M	retention policy

(10 × 1) (10)

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1.4 Give ONE word or term for each of the following descriptions. Write only the word or term next to the question number (1.4.1–1.4.15) in the ANSWER BOOK.

1.4.1 A system that refers to grouping of records with common characteristics

1.4.2 These kinds of questions draw information from the interviewees about themselves

1.4.3 An organisational chart or diagram that illustrates in a visual form how an organisation is structured

1.4.4 A public body, private entity, agency, or individual that offers a particular service to the consumer

1.4.5 Refers to a situation where persons gain access to confidential information, and reveal that information to others

1.4.6 Using this structure gives you the advantage of including all structures

1.4.7 A method of filing in which documents and files are arranged according to numbers such as dates and serial numbers

1.4.8 A particular way of executing a practice in an organisation

1.4.9 A written statement of the fundamental principles by which a country is governed

1.4.10 Refers to documents and information that are hard copy or printed matter

1.4.11 The card used to provide your contact details and personal information such as telephone, fax, cell numbers and e-mail address to the clients

1.4.12 An act of legislation which provides security to workers when they become unemployed

1.4.13 The aim of this strategy is to concentrate on a certain part of the market and not on the whole one

1.4.14 A set of rules prescribing how people should behave in a certain work environment

1.4.15 This is a diagram that represents the various steps or stages of a process programme or course of action

(15 × 1) (15)
[50]

TOTAL SECTION A: 50

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SECTION B

QUESTION 2

Read the case study below and answer the questions.

STARBUCKS BECOMES A PUBLIC COMPANY

In 1992 Starbucks restaurants were established by Howard Schultz to offer a choice of regular and decaffeinated coffee beverages, a special 'coffee of the day', and a broad selection of Italian-style espresso drinks.

To oversee the expansion of his business Schultz decided to set out a policy and code of conduct to be used by all staff members in his business. He also decided to strengthen Starbucks' management team, by hiring people with extensive experience in managing skills to expand the business. Orin Smith was brought in as financial manager and Mark Ross as financial clerk. As the company grew, additional managers were added in the marketing, human resources and store supervision sections.

In the same year Schultz developed a three-year organisational strategy that targeted areas which not only had favourable demographic profiles but which also could be serviced and supported by the company's operations infrastructure. For each targeted region, Starbucks selected a large city to serve as a 'hub'; teams of professionals were located in hub cities to support the goal of opening 10 or more stores in the hub in the first two years. The aim was to bring the products closer to the consumers and also to reduce transport costs. Once stores serviced the hub, additional stores were opened in smaller, surrounding 'spoke'-areas in the region. Today each branch has its own manager who takes care of day-to-day activities and decisions but still remain dependent on head office for support services and for major decisions taken by top management.

[Source: *Dow Jones Newswires, Published on 4 April 1992*]

2.1 To offer the best services Schultz emphasises that all employees at Starbucks restaurants should adhere to company policy and the code of conduct.

Define the term *policy*. (2)

2.2 Show how the employees of Starbucks restaurants can apply the principles of the code of conduct under the following headings:

2.2.1 Respect and good taste

2.2.2 Avoidance of conflict of interest

(2 × 2) (4)

2.3 Failure to follow the code of conduct and policy can lead to internal conflict and grievances.

2.3.1 Define the term *grievance.* (2)

2.3.2 Discuss FIVE procedures that the employees of Starbucks can follow to report grievances. (5)

2.3.3 If Schultz fails to resolve the relevant issues, the employee has the right to ask for the matter to be referred for arbitration to the CCMA in writing.

State SEVEN functions of the CCMA. (7)

2.3.4 Conflicts and grievances do not always have a bad ending; if handled well it can bring about positive changes within an organisation.

Give FIVE examples of positive changes that can be brought about in an organisation as a result of good handling of conflicts and grievances. (5)

2.4 To achieve his objectives Schultz developed a three-year strategic planning process that targeted areas which not only had favourable demographic profiles but which also could be serviced and supported by the company's operations infrastructure.

2.4.1 Define *strategic planning*. (2)

2.4.2 The strategic planning should have the long-term vision and mission of the business in mind.

Differentiate between an organisation's *vision* and *mission*. (2 × 2) (4)

2.4.3 Identify THREE benefits of having a good strategic plan. (3)

2.4.4 Differentiate between a *corporate organisational strategy* and a *functional organisational strategy*. (2 × 2) (4)

2.5 Organisational strategies need to be documented and kept in a safe place to avoid any negative consequences.

2.5.1 List FOUR methods of classification and cross-referencing which Starbucks can use when handling documents. (4)

2.5.2 Show FIVE effects that misfiled documentation has on an organisation. (5)

2.5.3 Give THREE steps that the employees of Starbucks should take to locate missing information. (3)

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QUESTION 3

3.1 Like any other business, Starbucks restaurants need to have their own organisational structure.

3.1.1 Illustrate the organisational structure of Starbucks in the form of an organogram based on the information provided in the case study above. (4)

3.1.2 Which organisational structure is suitable for Starbucks restaurants? (1)

3.1.3 Give FIVE advantages of the organisational structure mentioned in QUESTION 3.1.2 above. (5)

3.1.4 Indicate SIX other types of organisational structures that Starbucks can implement if the need arises to change the old organisational structure. (6)

3.2 Mr Schultz must ensure that all the employees of Starbucks understand their roles.

Identify the roles of the managers mentioned in the case study above. (4)

3.3 Name FOUR possible consequences if an individual does not understand his/her role in the organisation. (4)

3.4 When stock items cannot be located it is the duty of the store supervisor manager to communicate it to the owner so that he can inform the clients about the unavailability of the relevant stock.

3.4.1 Explain FIVE communication standards that Schultz can apply when communicating with clients. (5 × 2) (10)

3.4.2 Identify SEVEN steps that the Starbucks supervisor store manager should follow in order to locate, obtain and dispatch stock. (7)

3.4.3 Identify TWO possible reasons for any delay in the supply of information. (2)

3.4.4 Discuss THREE implications for productivity when certain stock items are not available or cannot be located. (3)

3.5 Starbucks employees must ensure compliance with the relevant legislation when conducting their business.

Summarise the differences between the Occupational Health and Safety Act and the Compensation of Occupational Injuries and Diseases Act. (2 × 2) (4)

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QUESTION 4

It is also required that Starbucks restaurants must keep a variety of records. These documents may be stored either electronically or in hard copy in personnel files.

4.1 Give THREE reasons why it is necessary for Starbucks employees to record information. (3 × 2) (6)

4.2 Identify how Starbucks employees can store documents in a manner that they remain undamaged, safe and accessible when required. (5)

4.3 Starbucks employees must ensure that documents are stored properly either electronically or in a hard copy.

Explain FIVE ways in which they can create and label electronic documents according to specific requirements. (5)

4.4 In order for Starbucks restaurants to reach their targets, the employees would have to work extra hours. Schultz is not sure about the remuneration for overtime, work on Sunday, night work and public holiday according to legislation.

Give an explanation to Schultz regarding the remuneration that is applicable for the following extra hours that employees can work:

4.4.1 Work on Sunday (2 × 2) (4)

4.4.2 Night work (4)

4.4.3 Public holidays (4)

4.5 Over the medium term, Starbucks restaurants would have to train more chefs to staff the new branches. Schultz needs to apply to the Commissioner of SARS to be registered as an employer for legislation purposes.

4.5.1 Which act obliges an employer to pay a levy towards skill development to SARS? (2)

4.5.2 Explain TWO obligations of employers towards this act. (2 × 3) (6)

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4.6 Before hiring and training staff a SWOT analysis has to be included in the strategic planning of Starbucks restaurants.

4.6.1 Indicate to the management of Starbucks FIVE requirements that needed to be included in the timeframe of a strategic plan. (5)

4.6.2 Identify FIVE main aspects of a good strategic plan. (5)

4.6.3 Indicate what SWOT stands for and explain why it is important for the management of Starbucks to conduct such analysis for the business. (4 × 1) (4)

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TOTAL SECTION B: 150
GRAND TOTAL: 200

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