higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 3

(3021003)

12 November 2019 (X-Paper)
09:00–12:00

This question paper consists of 10 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. Start each section on a NEW page.
5. Use only BLUE or BLACK ink.
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 correct answer and write only the letter (A–D) next to the question (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Structure that organises the company around the different departments:

A Functional structure
B Alternative organisational structure
C Division structure
D Differentiation structure

1.1.2 Jane is taking three days ... leave from work due to the illness of her 10 year old daughter.

A annual
B sick
C family responsibility
D maternity

1.1.3 According to the LRA the … has the authority to conciliate and arbitrate workplace disputes about unfair labour practices and when employees lose their job.

A labour court
B social justice
C CCMA
D civil court

1.1.4 … describes duties, qualifications and responsibilities of a post as well as working conditions and requirements.

A Job analysis
B Job specification
C Job description
D Job enrichment

1.1.5 … involves grouping together records with similar characteristics or that contain information about similar functions.

A Processing
B Recording
C Classifying
D Transferring

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1.1.6 The … regulates the relationship between employers and their employees.

A Labour Relation Act
B Skills Development Levies Act
C Basic Conditions of Employment Act
D Employment Equity Act

1.1.7 ... refers to our physical attitude which is generally believed to say something about our emotional or mental attitude as well.

A Posture
B Ergonomics
C Stillness
D Perspective

1.1.8 … are structures that are made up of representatives of workers and junior management employees.

A Trade unions
B Employer organisations
C Workplace forums
D Employee organisations

1.1.9 The role of … entails supervision of employees involved in the execution of daily tasks.

A top management
B middle management
C supervisors
D lower management

1.1.10 The … department needs to monitor the stock levels and must always ensure that enough stock is available in the company.

A sales
B human resources
C purchasing
D administration

(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 (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Recruitment is when someone attends a meeting and is asked questions, in order to find out if he or she is suitable for a job.

1.2.2 If a filing system is centralised, all filing is done in one place.

1.2.3 Freedom of association means that everybody is free to stay in South Africa.

1.2.4 All decisions and actions leading to, and contained in, the strategic plan should be based on the company's values.

1.2.5 It is important to use titles and surnames when greeting people in the business environment.

1.2.6 The purpose of the code of conduct is to help people in the workplace decide how to act in real, often complex, situations.

1.2.7 An employee is allowed to accept a bribe from a client but may not tell anyone.

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

1.2.9 All records, whether manual or computerised, must be protected from industrial espionage.

1.2.10 If an official is unable to find a record in a file, it could be in transit or in the archive.

(10 × 1) (10)

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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	The number of employees who report to the same manager	A	dress code
1.3.2	The plan which helps to ensure that business activities are carried out as planned and discrepancies are corrected	B	communication
1.3.3	Company's rules for what you can and cannot wear at work	C	span of control
1.3.4	The strategy which usually concerns a specific line of business to help the business to compete and to perform well in its specific field	D	criterion
1.3.5	A general idea that influences people's behaviour, morals and attitudes	E	BCEA
1.3.6	It happens to files when the filing cabinets are full and there is no space to file new documents	F	archived
1.3.7	The transfer of messages by any means amongst people within an organisation	G	performance monitoring
1.3.8	Levels of excellence and quality that should be attained by employees of the organisation	H	organisational standards
1.3.9	Act covering aspects such as health dangers or risks	I	OHSA
1.3.10	Regaining or saving files or records that were lost	J	recovery
		K	business strategy
		L	ethics

(10 × 1) (10)

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

1.5 Tabulate THREE differences between *short-term strategic planning* and *long-term strategic planning*. (3 × 2) (6)

[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

Read the scenario below and answer the questions.

LARGE CASUALTY INSURANCE COMPANY

Bob Ford was a management trainee in a large casualty insurance company. He had been hired 18 months previously and was only now in the latter stage of the programme. His present assignment was in one of the large branches the company had in an urban centre. Most of his involvement was the analysis of the company's strategic plan, implementation of the plans and also all sorts of management functions in the branch.

In a meeting John Crane, the branch manager, had mentioned to Bob Ford the possibility of a permanent assignment in the branch when his training period was completed. Bob reacted favourably, since he admired Crane and they got along well. During a recent review Crane told him that he was the best trainee assigned to the branch since Crane had been manager. Naturally Bob was pleased with this compliment and looked forward to the promised permanent assignment but other employees saw this as unfair labour practice, unethical and also in violation of the company's appointment policy.

An opening developed at the branch when one of the senior analysts was transferred to company headquarters. Though Bob had not fully completed the training programme, Crane offered him the position. Bob accepted and was told by his boss that the formal request was going in to the headquarters personnel department that day and he should be ready to move into the job in two weeks, when the incumbent's transfer was to take place.

Crane's boss went on to say that the company had to promote more women to responsible positions, and since there was an opening in Crane's branch they were going to promote a young woman in the management training programme to fill the opening. They then identified a woman to be promoted but this woman had only been with the company 11 months and still had a considerable learning period to face. Crane was flabbergasted and told his boss of the offer to Bod Ford and of Bob's acceptance. The boss refused to listen and said that adherence to the affirmative action plan was paramount, since the company's record in the area of equal employment opportunity was less than desirable. Crane asked what he was going to tell the young Bob Ford, and the boss replied, 'Tell him not to worry, he'll get the next opening. His information will be filed and stored in a safe place so that it can be considered for the next opening. All we are doing is practising reverse discrimination and not paying much attention to a person's qualifications.'

[Copyright: *SAIM Management Practice; 2002:63*]

2.1 The employees of the large casualty insurance company saw John Crane's idea of giving Bob a permanent post as unfair labour practice, unethical and also in violation of the company's appointment policy leading to conflict and grievances.

2.1.1 Explain the term *company policy*. (2)

2.1.2 State what unfair labour practice is and give relevant examples. (3 × 2) (6)

2.1.3 Identify THREE consequences of an unfair labour practice. (3)

2.1.4 Explain to John Crane the importance of handling internal conflict and grievances to prevent an unfair labour practice dispute arising. (5 × 2) (10)

2.2 Explain the difference between *ethical* and *unethical conduct*. (2 × 2) (4)

2.3 Crane argued with his branch employees that it was part of his strategy planning to appoint Bob to a permanent post and he would do the same if opportunities came for other trainees to get a permanent position in the company.

Give FOUR reasons for the failure of the strategic plan. (4 × 2) (8)
[33]

QUESTION 3

3.1 An opening developed at the branch when one of the senior analysts was transferred to company headquarters. Though Bob had not fully completed the training programme, Crane offered him a permanent position at the company and Bob accepted it.

3.1.1 If Bob had to apply and also had to be interviewed for this permanent position, what documents would be required to ensure that interviews are conducted strictly in accordance with Labour Relation Act? (5)

3.1.2 Explain how each document helps to ensure fair labour practice when an interview is to be conducted strictly in accordance with the LRA. (5 × 2) (10)

3.2 Crane went to the company headquarters for a meeting with his superior. In the course of the discussion Crane was told about the company's affirmative action plan, which they were required to file under fair employment practice legislation.

3.2.1 Describe what *affirmative action* is. (2)

3.2.2 Which act provides a framework for implementing affirmative action? (1)

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3.3 Crane views the appointment of Bob to a permanent position as a good strategy for the company but his bosses favour the appointment of women since it goes with company's affirmative action plan policy.

3.3.1 Give aspects of a good strategic plan using relevant examples. (5 × 2) (10)

3.3.2 List FIVE benefits of strategic planning in a business. (5)
[33]

QUESTION 4

4.1 Crane's bosses also said that another reason why the appointment could not be conducted in the manner, in which Crane did it, was because Crane delayed to communicate his idea to headquarters' personnel department on time and it also was against the company's new human resource policy.

4.1.1 State FIVE functions performed by personnel department in an organisation. (5)

4.1.2 Explain communication standards that Crane was supposed to use when communicating with headquarter personnel department orally. (2 × 4) (8)

4.1.3 What are the possible reasons that would have caused Crane to delay communicating with the headquarters' personnel department regarding Bob's appointment? (5 × 2) (10)

4.2 Bob viewed the conduct of Crane's bosses as unfair because he was verbally promised a permanent post in the company. He then decided to refer the matter to the CCMA.

4.2.1 What does the abbreviation CCMA stand for? (1)

4.2.2 Describe the steps for involving the CCMA in dispute resolution. (7 × 2) (14)
[38]

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QUESTION 5

Crane's bosses told him that even though they could not give Bob a permanent post; his information would be filed and stored in a safe place so that it could be considered for the next opening.

5.1 Identify TWO places that Crane's bosses could use to store Bob's information. (2)

5.2 Give reasons why it is vital to keep a record of retrieved information. (8)

5.3 Explain FIVE requirements for effective filing systems. (5 × 2) (10)

5.4 Explain steps to be taken to locate, obtain a copy of and dispatch the required information to the correct person or location. (7 × 2) (14)

[34]

QUESTION 6

6.1 The large casualty insurance company used a divisional organisational structure.

6.1.1 Outline TWO characteristics of a divisional organisational structure. (2 × 2) (4)

6.1.2 Explain FOUR disadvantages of a divisional organisational structure. (2 × 4) (8)

6.2 Discuss the organisational policies and procedures that are used to determine the organisational structure. (5 × 2) (10)

[22]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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