higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE (VOCATIONAL)

## MANAGEMENT PRACTICE
## NQF LEVEL 3

**8 December 2020**

**This marking guideline consists of 10 pages.**

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## SECTION A

## QUESTION 1

| | | | | |
|---|---|---|---|---|
| 1.1 | 1.1.1 | False | | |
| | 1.1.2 | True | | |
| | 1.1.3 | True | | |
| | 1.1.4 | False | | |
| | 1.1.5 | True | | |
| | 1.1.6 | True | | |
| | 1.1.7 | True | | |
| | 1.1.8 | True | | |
| | 1.1.9 | False | | |
| | 1.1.10 | True | | |
| | | | (10 × 1) | (10) |

| | | | | |
|---|---|---|---|---|
| 1.2 | 1.2.1 | G | | |
| | 1.2.2 | J | | |
| | 1.2.3 | A | | |
| | 1.2.4 | D | | |
| | 1.2.5 | B | | |
| | 1.2.6 | F | | |
| | 1.2.7 | H | | |
| | 1.2.8 | C | | |
| | 1.2.9 | E | | |
| | 1.2.10 | I | | |
| | | | (10 × 1) | (10) |

| | | | | |
|---|---|---|---|---|
| 1.3 | 1.3.1 | Flow chart | | |
| | 1.3.2 | Unemployment Insurance Funds Act | | |
| | 1.3.3 | Procedure | | |
| | 1.3.4 | Business card | | |
| | 1.3.5 | Dispute/Conflict | | |
| | 1.3.6 | Labour legislation | | |
| | 1.3.7 | Dismissal | | |
| | 1.3.8 | Constitution | | |
| | 1.3.9 | Misfiling | | |
| | 1.3.10 | Due date/ Deadline | | |
| | | | (10 × 1) | (10) |

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1.4 1.4.1 Professionalism
1.4.2 Retrenchment
1.4.3 Filing
1.4.4 Commission of Conciliation, Mediation and Arbitration
1.4.5 45 hours
1.4.6 Internal client
1.4.7 Record-keeping
1.4.8 Incapacity leave
1.4.9 Affirmative action
1.4.10 Authorisation

(10 × 1) (10)
**[40]**

**TOTAL SECTION A: 40**

## SECTION B

## QUESTION 2

2.1 2.1.1 Len Olsen's role is that of a senior vice president✓
He oversees plant operations in the main plant which employed over 7 000 people✓ (2)

2.1.2
- Inability to perform the task properly
- Individual is not productive
- Causing waste of material at a high cost
- Organisational goals are not achieved
- Regularly absent from work
- Confusion and uncertainty among individuals
- Individuals are uncomfortable and unhappy if their roles are not clear (4 × 2) (8)

2.2 2.2.1
- Refers to matter or information that may not be disclosed to certain people, e.g. trade secrets. If disclosed, it can cause harm to the organisation
- Employee should not distribute confidential reports or memos to a private person or the public
- Do not discuss company matters with the above parties.
- Do not disclose research results, trade and technological secrets.
- Honour requests for keeping a matter confidential. (Any 2 × 1)

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2.2.2
- Treat all persons, living beings and property with respect
- Be fair, polite, thoughtful and honorable in dealings with others
- Show respect for the time of other employees
- Do not arrive late for appointments
- Keep track of the promises which have been made
- Respect differences in opinion, religion and politics
- Do not slander or discriminated against others
- Behave and dress in a way that shows that they respect themselves
- Do not use offensive words and do not harass anyone

(Any 2 × 1)

2.2.3
- Act in the way that would damage the company's reputation
- Hold financial interest in the business that is in competition with the company
- Hold another job in addition to their position in the company
- Engage in activities that would interfere with their loyalty to the company.
- Engage in activities that would affect their ability to do their work
- Provide services to another business that is in competition with the company.
- Be on the board of directors of another company (Any 2 × 1)

2.2.4
- Employers must have a reliable and trustworthy commitment to their employees and persons with whom they have dealings.
- Promises, contracts and commitment should be honoured
- Accept any form of bribes
- Claim dishonestly for overtime or expenses
- Break the law and promises
- Steal another company's trade secrets or ideas.
- Use company assets for their own purpose
- Change price on goods without permission to do so.
- Engage in unfair competition
- Accept a private gift from a client
- Demand payment for a service that has been offered free of charge (Any 2 × 1)

(Any 4 × 2) (8)

2.3
- Clarity – being clear on what should happen because of the communication
- Accuracy – information give must be accurate
- Honesty – personal integrity, sincerity and fairness must be reflected in the way you treat clients
- Friendliness – clients must perceive that you are easy to get along with, that you are responsive to their queries and comments
- Empathy – understanding the feelings of clients and identify with their situation to show that you care enough for them
- Conciseness – communication should be efficient, brief and to the point with few wasted words
- Good manners – be polite and show respect and consideration towards your client (Any 5 × 2) (10)

2.4
- Ask manager where to find the information.
- Ask the help of people who work with information.
- Search the company's record-keeping system for a reference to the information. (3 × 2) (6)

2.5
- Stand up when meeting someone
- Smile
- Make eye contact
- Introduce yourself immediately
- Include a statement about who she/he is when necessary
- Offer a firm handshake and keep it brief
- Learn how to make smooth introductions
- Pay attention to names of those you meet
- Use first names of people whom you have met only after they give permission (Any 2 × 2) (4)

2.6 Service supplier can be a public body, private entity, agency, consultancy, group of persons or an individual. (2)

**[40]**

**QUESTION 3**

3.1 3.1.1
- Employer must pay employees who work on a Sunday at double their wage for each hour of work.
- If employees normally work on Sunday, the employer must pay them at one and one half their wage for each hour of work.
- By agreement, an employee may receive paid time off in return for working on a Sunday (Any 2 × 2) (4)

3.1.2
- An employer may not require employees to work on a public holiday except in accordance with an agreement.
- If a public holiday falls on a day on which an employee would ordinarily work, the employer must pay employees who do not work on the public holiday.
- An employer must pay employees for a public holiday on their usual pay day.
- If a shift worked by an employee falls on a public holiday adjoining another day, the whole shift is deemed to have been worked on the public holiday (Any 2 × 2) (4)

3.1.3
- An employer may not require or permit employees to work overtime except if they have reached an agreement to do so.
- An employer must pay employees at least one and a half times their wage for overtime worked.
- Employees may not work more than 10 hours overtime a week and not more than 12 hours on any day. (Any 2 × 2) (4)

3.2 3.2.1
- Not to be exposed to natural conditions such as higher temperatures, wind, dust, rain and damp
- It should not be placed on a rough, dirty or oily surface
- It should not be stored next to a place of high activity
- It should not be kept where spills can happen
- It should not be stacked in such a way that it could fall to the ground when handled (5 × 2) (10)

3.2.2
- The person cannot continue with the work process that requires the use of the item.
- The person cannot finalise the enquiry or assignment.
- If the substitute item should be used, the results may be of a poor quality.
- Time is wasted as people search for the missing item.
- People are left waiting, such as clients.
- Employees may be discouraged by the negative image they are projecting of the company and of themselves.
- A sense of aimlessness and lack of progress is introduced into the project.
- Proper control is compromised, as it is not clear whether the item is misplaced, broken or stolen, in which case it will have to be replaced. (Any 5 × 2) (10)

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3.3
- Stock
- Stationery
- Equipment
- Machines
- Furniture
- Vehicles (6)

**[38]**

**QUESTION 4**

4.1 4.1.1
- Unfair conduct by the employer relating to the promotion, demotion, probation or training of an employee or relating to the benefit an employee receives.
- Unfair suspension of an employee or any other unfair disciplinary action
- When an employer refuses to re-employ a former employee (when there is an agreement to do so).
- Discriminatory action
- Dismissed without following the procedure
- Cutting benefits without any consultation (Any 5 × 1) (5)

4.1.2
- Anger
- Bad attitude
- Lack of respect
- Misunderstanding
- Stress
- Poor treatment of clients
- Unprofessional behaviour
- Poor communication
- Bullying (Any 5 × 1) (5)

4.2
Step 1: The employee should express his or her complaint in writing to the direct supervisor (manager) who will attempt to resolve the problem.
Step 2: The employee is invited to a meeting in writing. He or she may bring along his or her representative or witness.
Step 3: The grievances are discussed at the meeting.
Step 4: If the matter is not resolved, it is referred to the senior manager (human resource department)
Step 5: If the matter is not resolved: He or she has the right to appeal to a higher authority, which includes taking the grievance to the CCMA (Commission for Conciliation, Mediation and Arbitration), or any other legal procedures. (5 × 2) (10)

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4.3 4.3.1
- The mission and vision of the organisation
- The goals and values of the organisation.
- Clearly stating the company's identity, position
- Resource allocation.
- Strategies
- Acknowledging its stakeholder base.
- Setting out ways and means of evaluation
- Navigating the company towards its destination (Any 3 × 2) (6)

4.3.2
- Achieving long-term organisational goals
- Helping the organisation to perform better financially
- Monitoring performance
- Real-time observation
- Enhanced coordination
- Improved reporting
- Informed interventions
- Increased security
- Establishing performance target and then regularly compare actual performance against these targets.
- Performance management (5 × 2) (10)

4.3.3 A policy is a set of guiding principles that an organisation decides to apply in respect of issues in the work place, such as promotion, leave or discipline✓✓ while procedure spells out the course of action to be taken when dealing with an issue in the workplace or managing the aspect of the business.✓✓ (2 × 2) (4)

**[40]**

**QUESTION 5**

5.1 5.1.1
- The CV submitted by the applicant
- Copies of the applicant's qualifications
- Follow-up of references
- Job specification
- Promotional material about the company for the applicant
- List of interview questions with space for notes
- Results of a personality profile test, aptitude test or medical test done earlier (Any 5 × 2) (10)

5.1.2
- Applicant-based questions are questions that draw information from the interviewees about themselves. For example
- Any questions that are based on candidate:
  - Personal
  - Education and training
  - Career history and experience
  - Skills and achievements
  - Career plans and future goals (Any 5 × 1) (5)

5.2 5.2.1
- Origin
- Originality
- Information value
- Legal value
- Monetary value (Any 4 × 1) (4)

5.2.2
- Recall the findings,
- Monitor progress;
- Take informed decisions;
- Valuate choices and decisions
- Assess projects
- Be specific in the reporting
- Keep to the facts
- Pass on useful information
- Stay motivated
- Experience less frustration and stress. (Any 4 × 2) (8)

5.3 5.3.1
- This strategy is implemented more at the managerial level
- It involves major activities or functions within the company, such as human resource, production, finance, marketing, distribution and research.
- The performance targets are set out for each department individually and are usually short to medium term

5.3.2
- Another organisational sub strategy that can be distinguished is the company plan to set itself apart from other companies that offer a similar service or product
- The company would want its service, product or image to be unique in a certain way
- Offer more values and have a competitive edge

5.3.3
- Involves day-to-day operating tasks such as buying stock, checking inventories, handling shipping and deliveries, doing maintenance
- Any front-line units will also have a practical strategy
- Regulate the operations and the processes and procedures that are required

(3 × 3) (9)

5.4
- The strategic plan is implemented systematically and in an orderly fashion
- There is clear chain of command
- Responsibility for success or not of the plan lies with top management
- Employees know exactly what is expected of them (Any 3 × 2) (6)

**[42]**

**TOTAL SECTION B: 160**
**GRAND TOTAL: 200**

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