



# higher education & training

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

## **NATIONAL CERTIFICATE (VOCATIONAL)**

### **MANAGEMENT PRACTICE NQF LEVEL 3**

(3021003)

**26 February 2019 (X-Paper)  
09:00–12:00**

**This question paper consists of 10 pages.**

**TIME: 3 HOURS**  
**MARKS: 200**

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**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 Employees failing to understand the company's standards, policies and procedures can lead to ...

- A increased knowledge.
- B quality customer service.
- C planning technology strategies.
- D company objectives not being achieved.

1.1.2 ... is a generic term that indicates all forms of employment in any job or industry.

- A Law
- B Industrial
- C Labour
- D Occupation

1.1.3 ... refers to using a checklist to count goods available.

- A Stock policy
- B Stock property
- C Stock taking
- D Stock promotion

1.1.4 When employees are ignorant of company policies, it could result in ...

- A increased performance.
- B poor communication.
- C high morale.
- D success.

1.1.5 ... usually concerns helping a specific line of business to compete and perform well.

- A Corporate strategy
- B Business strategy
- C Organisational strategy
- D Differentiation strategy

- 1.1.6 Which ONE of the following is NOT a function of the CCMA?
- A Conciliating workplace disputes
  - B Considering applications for accreditation from bargaining councils
  - C Publishing information about its activities
  - D Advising employers about recruitment processes
- 1.1.7 A/An ... is a comprehensive document that contains personal information about the applicant.
- A job description
  - B application letter
  - C advertisement
  - D curriculum vitae
- 1.1.8 Service must be supplied at the agreed time:
- A Delivery frames
  - B Terms and conditions
  - C Co-operation
  - D Procedures
- 1.1.9 Physical attitude which generally says something about emotional and mental attitude as well:
- A Posture
  - B Ergonomics
  - C Stillness
  - D Perspective
- 1.1.10 Acceptable level of performance one can reasonably expect under normal circumstances:
- A Performance target
  - B Performance standard
  - C Performance procedures
  - D Performance baseline

(10 × 1) (10)

- 1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Covers all workers and the unemployed who want training	A	flow chart
1.2.2	Diagram that represents the various stages of a process, programme or course of action	B	constitution
1.2.3	Grouping together records with similar characteristics or containing information about similar functions	C	classifying
1.2.4	Company rules indicating what officials can wear at work	D	paper-based documents
1.2.5	Process of getting people to stop arguing and to agree	E	dress code
1.2.6	Strategy to help a business compete and perform well in its specific field	F	business strategy
1.2.7	Sets out the structure and functions of the government as well as rights of all SA citizens	G	division structure
1.2.8	Letters, orders, invoices, receipts, contracts, faxes and memo	H	conciliation
1.2.9	Separate units or a division that does a particular job in a large organisation	I	sorting
1.2.10	A process of arranging documents in the order in which they will be filed	J	SDA
		K	BCEA
		L	recording
		M	uniform

(10 × 1) (10)

1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

- 1.3.1 An employer is not required to make disclosures restricted by law.
- 1.3.2 Arbitration is the final binding decision taken by the CCMA.
- 1.3.3 Irregular ways of classifying information are discouraged because they hamper the accessibility of the information.
- 1.3.4 Verification of information means to search and find all files and their passwords to avoid resistance.
- 1.3.5 The Occupational Health and Safety Act provide compensation for employees injured in accidents while they are at work.
- 1.3.6 Employees should be encouraged to report unethical or illegal behaviour at the workplace.
- 1.3.7 All kinds of misconduct lead to immediate dismissal without a warning.
- 1.3.8 A grievance is a belief that employees have been treated unfairly.
- 1.3.9 Recruitment is when someone is met and asked questions in order to find out if he/she is suitable for a job.
- 1.3.10 Business strategy involves day-to-day performing of tasks.

(10 × 1) (10)

1.4 Give ONE word or term for each of the following descriptions. Write only the word or term next to the question number (1.4.1–1.4.10) in the ANSWER BOOK.

- 1.4.1 Helps to ensure that business activities are carried out as planned and deviations are corrected
- 1.4.2 Refers to a situation where unauthorised persons gain access to a confidential document
- 1.4.3 Number of employees who report to the same manager
- 1.4.4 Process of judging how a dispute should be settled
- 1.4.5 An organisation or a person who provides a particular product or service
- 1.4.6 Taking time off from work with official permission.
- 1.4.7 Storing historical documents which are not used often but are too valuable to be damaged or discarded

- 1.4.8 Customers outside the organisation who buy the organisation's products and services
- 1.4.9 Choosing people for a job who have been treated unfairly because of their race, sex, disability, et cetera
- 1.4.10 Key element of strategic plan which points the direction in which the company is heading and sets expectations

(10 × 1)

(10)  
[40]**TOTAL SECTION A:****40****SECTION B**

The extract below forms the background to the questions.

Jeff Millan works for Picks Company which produces furniture. He has been working for this company for three years as a marketing manager, interacting with both internal and external clients. He has seven people working in his department. Erickson is his assistant marketing manager. He also decides before each person is hired who will be working together for better performance.

After a long process of consultation, his specialists have diagnosed him with a serious heart problem requiring him to have a heart operation. He needs at least two months' leave to recuperate from this very serious operation. He applies for leave from his employers and explains why he needs the leave. However, his employer refuses to give the two months' leave. He says that he can only afford to give Jeff two weeks' leave, because it is the busiest time of the year. Jeff tries to explain to his employer that the specialist is extremely busy, and can only schedule the heart operation on a certain day. If Jeff does not have this operation, it may cost him his life. The employer is unsympathetic and turns down Jeff's leave application. He says that this is not the company's problem.

Jeff takes the leave anyway, and has the operation. It is successful, and Jeff returns to work after two months. The day he returns, his employer tells Jeff that he must attend a disciplinary hearing that afternoon for taking leave while his application had been rejected. Jeff does not have time to prepare his defence or to apply for representation.

At the disciplinary hearing, the employer informs Jeff that he is to be dismissed for taking a period of leave that was explicitly rejected and for violating company ethics and the code of conduct. He refuses to hear Jeff's justification and leaves the meeting before he can respond. Jeff is dismissed and replaced by his assistant Erickson. Two days after the hearing Jeff receives a dismissal letter. He then decides to report his employer to the CCMA.

[Source: 2002 SAIM management practice]

**QUESTION 2**

- 2.1 Is the way Jeff Millan was treated as described in the background an example of fair or unfair labour practices? (1)
- 2.2 State the unfair labour practices which led to Jeff's dismissal. (4)
- 2.3 Jeff decides to report his employer to the Commission for Conciliation, Mediation and Arbitration (CCMA).  
List THREE functions performed by the CCMA. (3 × 2) (6)
- 2.4 Name the documents that should accompany a recommendation for dismissal in accordance with the human resources policies of an organisation. (5)
- 2.5 Discuss any THREE implications for productivity when documents cannot be located. (3 × 2) (6)
- 2.6 The employer informed Jeff that he was to be dismissed for taking a period of leave that had been explicitly rejected and for violating company ethics and the code of conduct.  
Differentiate between *ethics* and *code of conduct*. (4)
- 2.7 Which steps should be followed to ensure procedural fairness in the case of incapacity according to the Labour Relations Act? (10)
- 2.8 Jeff had to interact with both internal and external clients in the course of his duties.  
Explain the difference between *internal clients* and *external clients*. (2 × 2) (4)
- [40]**

**QUESTION 3**

- 3.1 Name SIX established company standards that Jeff can use to communicate with clients properly. (6)
- 3.2 Jeff is also responsible for record keeping and filing the documents in his office.
- 3.2.1 Describe TWO methods of classification and cross-referencing which he can use when handling documents. (2 × 2) (4)
- 3.2.2 Explain the steps that Jeff should take to locate missing information. (3 × 2) (6)



- 3.3 Explain each of the following types of leave which employees may take:
- 3.3.1 Incapacity leave
  - 3.3.2 Annual leave
  - 3.3.3 Family responsibility leave
- (3 × 2) (6)
- 3.4 When an employee is dismissed and someone else is promoted the organisational structure of the business has to be redesigned.
- 3.4.1 Describe *organisational structure*. (2)
  - 3.4.2 Explain the advantages of a divisional organisational structure. (4)
  - 3.4.3 What are the advantages of matrix organisational structures? (4)
- 3.5 Explain each of the following forms of dismissal:
- 3.5.1 Due to poor work performance
  - 3.5.2 Due to ill health or injury
- (2 × 4) (8)  
**[40]**

#### QUESTION 4

- 4.1 The new marketing manager suggested a strategic planning workshop.
- 4.1.1 Define *strategic planning*. (2)
  - 4.1.2 List FIVE benefits of strategic planning. (5)
  - 4.1.3 Name FOUR aspects of a good strategic plan which should be considered when planning a strategy. (4 × 2) (8)

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|-------|---|--------------------|
| 4.1.4 | Explain the various organisational strategies which the organisation could apply to achieve its objectives.               | (10)               |
| 4.1.5 | Differentiate between <i>mission</i> and <i>vision</i> in the strategic plan of an organisation.<br>(2 × 2)               | (4)                |
| 4.2   | Failure to have good strategic planning can put a business at risk.<br><br>Identify THREE such security risks.<br>(3 × 2) | (6)                |
| 4.3   | List FIVE ways in which the marketing manager can communicate with clients orally according to company standards.         | (5)<br><b>[40]</b> |

### QUESTION 5

As new marketing manager Erickson must ensure proper filing of records and documents. There must also be a security system to ensure that valuable items and records do not land in the wrong hands.

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|-----|---|--------------------|
| 5.1 | Explain to Erickson the effects of misfiled documentation on productivity in a business.                        | (10)               |
| 5.2 | Discuss the process which might be used to secure valuable items.   | (10)               |
| 5.3 | Explain the key elements of a strategic plan in the organisation.   | (10)               |
| 5.4 | Conflict can be internal or external.<br><br>Explain in point form the importance of solving internal conflict. | (5)                |
| 5.5 | Describe to Erickson how a client should be treated according to organisational protocol.                       | (5)<br><b>[40]</b> |

<b>TOTAL SECTION B:</b>	<b>160</b>
<b>GRAND TOTAL:</b>	<b>200</b>