



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

**MANAGEMENT PRACTICE
NQF LEVEL 3**

5 NOVEMBER 2021

This marking guideline consists of 9 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	D		
	1.1.2	A		
	1.1.3	D		
	1.1.4	A		
	1.1.5	A		
	1.1.6	D		
	1.1.7	D		
	1.1.8	B		
	1.1.9	D		
	1.1.10	B		
			(10 × 1)	(10)
1.2	1.2.1	False		
	1.2.2	True		
	1.2.3	False		
	1.2.4	True		
	1.2.5	True		
	1.2.6	True		
	1.2.7	True		
	1.2.8	False		
	1.2.9	False		
	1.2.10	False		
			(10 × 1)	(10)
1.3	1.3.1	L		
	1.3.2	K		
	1.3.3	C		
	1.3.4	J		
	1.3.5	F		
	1.3.6	H		
	1.3.7	E		
	1.3.8	D		
	1.3.9	A		
	1.3.10	B		
			(10 × 1)	(10)
1.4	1.4.1	• Accurate		
		• Neatness		
		• Flexibility		
		• Relevant		
		• Needs-based		
		• Practical and effective		
		• Safe and secure		
		• Easy physical accessibility		
		• Durable		
			(Any 5 × 1)	(5)

- 1.4.2
- Employment equity policy
 - Recruitment policy
 - Induction policy
 - Disciplinary policy
 - Performance appraisal policy
 - Health and safety policy
 - Sexual harassment policy
 - Training and development policy
 - Grievance procedure policy
- (Any 6 × 1) (6)
- 1.4.3
- Person or company supplying service to consumer.✓
 Can be public body, private entity, group of persons or individual.✓
 It has the specialist skills, knowledge or infrastructure needed to render such a service. ✓
 Usually, a fee is paid for the service and a contract, registration or subscription is required.
- (Any relevant 3 × 1) (3)
- 1.4.4
- Timing
 - Archiving
 - Misfiling
 - Storage
 - System review
 - Departmental needs
 - Further maintenance
- (Any 4 × 1) (4)
- 1.4.5
- Formal structure of organisation indicating who reports to whom, the communication channels and line of authority within the organisation
- (Any relevant description) (2)

TOTAL SECTION A: 50

QUESTION 2

- Please turn over

- 2.3.2
- To protect the health and safety of employees at work
 - All health dangers or risks, for example working with dangerous machinery and equipment, injuries must be reported to the safety representative or employer. (2 × 2) (4)

- 2.3.3
- Rules to ensure fair and equal treatment of all in workplace
 - Ending unfair discrimination and implementing affirmative action
 - Ensure that all groups are equitably represented in all categories and levels in the workforce
 - Promote the constitutional right of equality and exercise true democracy (Any 2 × 2) (4)

2.4 Personal information of clients✓

- Company can keep track of clients if they want to inform them of new products, services or track payment✓✓
- If that information falls into hands of competitors, they could use it to steal away the customers

Staff lists and staff details✓

- Staff lists are updated so that HR department can have the correct details when dealing with staff matters✓✓
- If staff information is lost, he/she may not be paid or may be paid incorrect amount
- Employee information contains sensitive and confidential details that the owner does not want made public

Transaction information

- If the business lost its transaction record it would not know who owed money to them
- This information helps management decide what to do differently in future

Technical information

- It tells the company how to manufacture and operate its products
- If it this information fell into the hands of competitors, it might help them to improve their own products

Legal documents

- If signed contracts are lost, the company would lose its ability to enforce its rights (Any relevant explanation 2 × 3) (6)
- [44]

QUESTION 3

- 3.1.1
- The various activities have to be coordinated and controlled by way of meetings
 - Abilities and competencies that are applied in one department are seldom used across departments
 - The various functional units might lose sight of the company's overall vision and mission
 - Certain processes or procedures that are critical to the strategy might become fragmented
 - When the company starts to grow, a single function will struggle to provide the range of service demanded of it (Any 3 × 2) (6)
- 3.1.2
- The units become highly specialised in what they do and can give specialist input in the planning process
 - Each unit can contribute high level of skills and knowledge when implementing the plan
 - Senior management plays role by synchronising and coordinating various units
 - Each functional is contained in a single department under the control of a single skilled manager
 - It is easier for executive management to delegate responsibilities and set performance standards.
 - Management knows that the managers have the skills and resources to do their job
 - Once the manager have been hired and performance objective agreed on, the executive management will just monitors the manager's performance (Any 5 × 2) (10)
- 3.2
- Real-time observation
 - Enhanced coordination
 - Improved reporting
 - Informed interventions
 - Increased security (5 × 1) (5)
- 3.3
- 3.3.1
- Gives direction in which company is heading
 - Sets expectation and makes broad decisions of how to get there
 - The most important element in the strategy is to specify the purpose of the organisation
 - Achievement of this purpose is the whole reason the organisation exists (Any relevant TWO) (4)

- 3.3.2
- Broad decisions are expressed in greater detail in the form of policies and procedures, priorities and goals
 - Timeframe sets limits for achieving objectives
 - Produce a range of operational plans to implement the strategy
 - Delegate responsibility for the various implementation plans to the various operational managers
 - Design and implement a management control system (Any relevant TWO) (4)
- 3.3.3
- Supporting elements for achievement of strategy which are called “critical success factors”
 - Financial and physical resources must be available to execute strategic plan
 - Staff acceptance and commitment to company's vision and understanding of their roles and responsibility important (Any relevant TWO) (4)
- 3.3.4
- As plan is implemented, certain short-term goals achieved and specific performance targets are met
 - Early results already show whether the strategy fits internal and day-to-day workings of organisation
 - Quality needs to be evaluated and performance standard reviewed (Any relevant TWO) (4)
- 3.4
- Service customised to fit company's needs exactly
 - Fees can be negotiated
 - Service supplier's staff can help ease workload of existing staff
 - More flexible and responsive than outside organisation
 - There is direct two- way communication
 - Both parties learn from cooperation experience
 - Delegated staff members respect privilege to work inside client company and do their best (Any 4 × 2) (8)
- [45]

4.1	4.1.1	<ul style="list-style-type: none"> • Ensures that candidates are equally evaluated • Helps decide what the focus of interview will be • Prepare balanced variety of questions • Ask intelligent, clear questions • Identify crucial questions set to all interviewees • Establishes order of questions • Determines length of interview by number of questions • Keep track of where they are in the interview • Not be distracted by disturbances around him • Ensures that all relevant information is given • Write keywords alongside questions to refresh memory 	(Any relevant 8 × 2)	(16)
	4.1.2	<ul style="list-style-type: none"> • CV submitted by applicant • Copies of applicant's qualification • Follow-up of references • Job specification • Promotional material about company for applicant • List of interview questions with space for notes • Results of personality profile test, aptitude test or medical test 	(Any 7 × 1)	(7)
4.2	<p>Step 1 – Employee in dispute with employer must first exhaust all internal procedures for resolving disputes</p> <p>Step 2 – Action must be taken immediately, as only 30 days allowed to open case with CCMA</p> <p>Step 3 – Person faxes or posts form to CCMA including proof that copy has been given to other party</p> <p>Step 4 – CCMA informs both parties of date, place and time for conciliation meeting</p> <p>Step 5 – Hearing proceeds under heading Conciliation in dispute resolution. If no agreement is reached, commissioner issues certificate to this effect</p> <p>Step 6 – Person may decide to request CCMA for arbitration within 3 months from certificate date</p> <p>Step 7 – Hearing proceeds under the heading Arbitration in dispute resolution. Arbitration award is final and binding to both parties</p>			
			(7 × 2)	(14)

- 4.3
- Other items at risk
 - Items damaged or stolen
 - Access to confidential information.
 - Cost implications of breached security
 - New procedures required
 - Impossible or difficult to replace some items
 - Too expensive to replace some items
 - Valuable information lost
 - Wasted time otherwise spent on work
 - Staff morale affected
 - Reputation of organisation affected
- (Any 4 × 1) (4)
[41]

QUESTION 5

- 5.1 5.1.1 Internal clients include company's employed staff✓ as well as people with close association with company even though they do not take salary✓ for example workers, supervisors and managers,✓ while
- External clients are people or entities that are independent of the company✓ they pay for the company's services and goods or company pays for theirs✓ for example hired or contracted service providers✓
- (Any relevant explanation = 2 × 2 and example = 2 × 1) (6)
- 5.1.2 • Gestures: Body movements should communicate friendliness, professionalism and respect for client
- Smiling: Smile when greeting client or while introduced to someone, conveying positive attitude, self-confidence, acceptance of person and interest
- Shaking hands: Handshake shows confidence, professionalism and respect
- Hand motions: Some hand movements considered rude in other cultures, for example pointing, waving, using wrong hand or indicating 'come here' in wrong way
- Touching: Formal handshake the only internationally accepted form of greeting in business circles in general
- Appearance: Neat appearance assures the client that you are the right one for the job or deal
- Eye contact: When greeting a client look him or her direct in the eye. (Any 5 × 2) (10)
- 5.2 Company's vision defines where it wants to be in future✓✓ while mission states overall purpose, why company exists✓✓ (Any relevant answer) (4)
[20]

TOTAL SECTION B: 150
GRAND TOTAL: 200