



**higher education  
& training**

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

**NATIONAL CERTIFICATE (VOCATIONAL)**

**MANAGEMENT PRACTICE  
NQF LEVEL 3**

(3021003)

**8 December 2020 (Y-paper)  
13:00–16:00**

**This question paper consists of 9 pages.**

435Q1N2008

<p><b>TIME: 3 HOURS</b> <b>MARKS: 200</b></p>
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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. Start each section on a new page.
  5. Use only a black or blue pen.
  6. Write neatly and legibly.
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**SECTION A****QUESTION 1**

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The general dressing standard in the public sector is that of a tight miniskirt to attract clients.



1.1.2 The function of the human resources department is to make sure that the correct number of people with the best quality skills are considered for employment.

1.1.3 Visitors should be allowed in areas where confidential information projects or processes are being carried out.

1.1.4 The grievance should first be raised with the immediate supervisors of the employee who should investigate and attempt to resolve the matter.

1.1.5 All records, whether manual or computerised, must be protected from industrial theft.

1.1.6 Indication of the organisation's vision and mission is the first step of any strategic planning.



1.1.7 Only top management is responsible for choosing or introducing an organisational structure.




1.1.8 It is vital to use a title and surname when greeting people in the business environment.

1.1.9 Every business pays 10% of its wage and salary bill to the relevant SETA in charge of its industry.

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



(10 × 1) (10)

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

COLUMN A		COLUMN B	
1.2.1	An element of strategic planning	A	misconduct
1.2.2	It is often linked with bullying and harassment 	B	labour relations
1.2.3	Bad behaviour on the part of the employee	C	performance monitoring
1.2.4	This is done when filing cabinets become full and there is no space to file new documents	D	archive
1.2.5	The relationship between the employer and the employee	E	disciplinary hearing
1.2.6	The set level of quality that the company aims to attain as done by its employee and the service and products delivered to its clients	F	company standard
1.2.7	A norm or a standard for judging things or for making decisions	G	prototype
1.2.8	How effectively people carry out their task or how well something is working	H	criterion
1.2.9	A formal hearing organised by the employer which the employee concerned must attend to answer for unsatisfactory conduct 	I	growth strategies
1.2.10	Strategies that are used to generate development within the company	J	discrimination 
		K	planning
		L	props
		M	Skills Development Act
		N	organisational structure


(10 × 1) (10)


1.3 Complete the following sentences/paragraph(s) by giving suitable answers. Write only the word or words next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

- 1.3.1 This is a diagram that represents the various steps or stages of a process programme or courses of action. 
- 1.3.2 An act of legislation which provides security to workers when they become unemployed.
- 1.3.3 It spells out the course of action to be taken when dealing with an issue in the workplace or managing the aspects of the business.
- 1.3.4 The card used to provide your contact details and personal information such as telephone, fax, cell number and emails address to the clients.
- 1.3.5 A disagreement between the employer and employee and their union about any matter of common interest or work-related matter.
- 1.3.6 The body of law that has been put in place by government to guide all employers and employees.
- 1.3.7 This takes place when an employer terminates an employee's contract of employment. 
- 1.3.8 A group of laws stating how a country should be organised or operated and governed.
- 1.3.9 Putting documents in the wrong place and making it difficult to locate them.
- 1.3.10 The final day on which something is due.

(10 × 1) (10)

1.4 Complete the following sentences by filling in the missing word or words. Write only the word or words next to the question number (1.4.1–1.4.10) in the ANSWER BOOK.

- 1.4.1 It shows a client evidence of ... when he/she is informed of the relevant development within an organisation.
- 1.4.2 Dismissal for operational requirements is called ...
- 1.4.3 ... is the process of arranging and storing records to retrieve them quickly when they are needed.
- 1.4.4 The acronym CCMA stands for ... 
- 1.4.5 The maximum ordinary weekly hours for an employee are ...

- 1.4.6 ... are individuals who form part of any organisation, country or group, such as employees, directors, managers, etc.
- 1.4.7 Providing and maintaining complete, accurate and reliable evidence of business transactions is called ...
- 1.4.8 ... leave can be given to an employee who is unable to work due to illness or injury for a long period but who is not permanently incapacitated. 
- 1.4.9 ... is an employment policy aimed at redressing past discriminatory practices that brought about imbalances in the workplace.
- 1.4.10 ... is useful in ensuring security of customer and company information.

(10 × 1)

(10)  
[40]**TOTAL SECTION A:****40****SECTION B****QUESTION 2**

Read the case study below and answer questions.

**DOUGLAS MANUFACTURING**




Len Olsen, at age 55, had been with the company Douglas Manufacturing for 33 years.

He had joined as a young engineer straight from college. For the past five years he had been senior vice president in charge of plant operations in the main plant, which employed over 7 000 people. Len had moved forward the hard way, progressing slowly but steadily over the years. He was not brilliant, but he was a dependable, capable employee.


His dependability had caught the attention of Henry Steele when Steele was in Len's present position. Steele liked dependable, steady subordinates and he took Len under his wing. He and Len got along fine: Steele made all the decisions and Len carried them out unquestioningly. Three years before Steele retired, the company made him executive president in charge of manufacturing. It was at that time that he promoted Len Olsen to senior vice president. Nothing really changed in the relationship except the titles of the two men.


Though Steele had wanted Olsen to succeed him when he retired, he was not able to convince the company president. Instead, Everett Jackson, the son of the owner, was appointed as the manufacturing executive vice president.

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- 2.1 Len Olsen had been with Douglas Manufacturing for 33 years. 
- 2.1.1 Explain the role of Len Olsen at Douglas Manufacturing company as mentioned in the case study above. (2)
- 2.1.2 Describe the possible consequence if Len Olsen does not understand his role in the company. (4 × 2) (8)
- 2.2 Explain how Len Olsen can apply the principles of the code of conduct under the following headings:
- 2.2.1 Confidentiality
- 2.2.2 Respect
- 2.2.3 Avoidance of conflict of interest
- 2.2.4 Loyalty  (4 × 2) (8)
- 2.3 Describe FIVE good practices that Len Olsen could apply when interfacing and interacting with the client. (5 × 2) (10)
- 2.4 Henry Steele advises Olsen to keep documents of the company in a safe place to avoid misplacing important documents and for security purposes.
- Explain to Len Olsen steps that the employee should take to locate missing information. (3 × 2) (6)
- 2.5 Explain to Len Olsen TWO company practices regarding the greeting of clients.  (2 × 2) (4)
- 2.6 Define the term *service supplier*. (2)
- [40]**

### QUESTION 3

- 3.1 To achieve objectives of the organisation and to reach target as expected, some employees were being requested to work extra hours due to workload at Douglas Manufacturing Company.
- Explain to Len Olsen the issue of remuneration for employees who work extra hours according to BCEA under the following headings:
- 3.1.1 Work on Sunday (2 × 2) (4)
- 3.1.2 Public holiday  (2 × 2) (4)
- 3.1.3 Overtime (2 × 2) (4)




- 3.2 Documents and records of all employees who worked extra hours must be stored safely and be accessible when required. 
- 3.2.1 Explain how to store documents in a manner that they remain undamaged, safe and easily accessible when required. (5 × 2) (10)
- 3.2.2 Describe FIVE implications for productivity when certain stored documents cannot be located or unavailable. (5 × 2) (10)
- 3.3 List FIVE other types of items or documents that can go missing or become overdue in an organisation. (6)
- [38]**

#### QUESTION 4

- 4.1 Steele wanted Olsen to succeed him when he retired but he was not able to convince the company president. Instead, Everett Jackson, the son of the company owner, was appointed to the position. Steele and Olsen see this as unfair labour practice and lodge a complaint. They argue that Jackson does not have experience, he does not like his subordinates and clients and that he does not even know the company strategies and code of conduct.
- 4.1.1 Explain FIVE labour practices that an employee could regard as unfair.  (5)
- 4.1.2 State FIVE consequences of unfair labour practice. (5)
- 4.2 Steele and Olsen decided to lodge a complaint about the way in which Jackson was appointed.
- Briefly explain the procedure to be followed within an organisation for reporting grievances. (5 × 2) (10)
- 4.3 According to Steele and Olsen, Everett Jackson does not even know the company policies, procedures and strategies.
- 4.3.1 Describe THREE aspects of a good strategic plan which should be considered when planning a strategy. (3 × 2) (6)
- 4.3.2 Discuss the benefits of strategic planning for performance monitoring.  (5 × 2) (10)
- 4.3.3 Explain the difference between policy and procedures. (2 × 2) (4)
- [40]**



**QUESTION 5**

- 5.1 The executive decided to conduct interviews to find a suitable manufacturing executive vice president for the company.
- 5.1.1 Explain FIVE documents that are needed to ensure that interviews are conducted strictly in accordance with the Labour Relation Act in an organisation.  (5 × 2) (10)
- 5.1.2 Interview questions normally starts with applicant-based questions. Explain applicant-based questions that are regarded as applicant-based questions, with relevant examples of questions. (5)
- 5.2 The results of an interview are important and of value in the organisation. They must be recorded and kept safe.
- 5.2.1 Name FOUR reasons why some documents or items are considered as valuable within an organisation. (4)
- 5.2.2 Explain why it is necessary to record retrieved information. (4 × 2) (8)
- 5.3 The post for which interviews are conducted is a top management position; therefore the candidates need to know company strategies. 
- Discuss the role of the following organisational strategies that the top management could implement to improve business performance:
- 5.3.1 Functional strategy
- 5.3.2 Differentiation strategy
- 5.3.3 Operational strategy (3 × 3) (9)
- 5.4 Assume that the executive of Douglas Manufacturing Company is using a corporate organisational structure. 
- Explain THREE advantages of using corporate organisational structure. (3 × 2) (6)
- [42]**

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