



**higher education  
& training**

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

**NATIONAL CERTIFICATE (VOCATIONAL)**

**MANAGEMENT PRACTICE  
NQF LEVEL 3**

**SUPPLEMENTARY EXAMINATION 2012**

**(3021003)**

**2 March (X-Paper)  
09:00 – 12:00**

**This question paper consists of 7 pages.**

<p><b>TIME: 3 HOURS</b> <b>MARKS: 150</b></p>
---

---

**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.
-

**SECTION A****QUESTION 1**

Define the following words:

- 1.1 *Ethics*
- 1.2 *Job specification*
- 1.3 *Business strategy*
- 1.4 *Grievance*
- 1.5 *Organogram*
- 1.6 *Business cards*
- 1.7 *Innovation*
- 1.8 *Operating criteria*
- 1.9 *Bargaining council*
- 1.10 *Numerical method* (10 × 1) **[10]**

**QUESTION 2**

Give ONE word/term for each of the following descriptions. Write only the word/term next to the question number (2.1.1 – 2.1.10) in the ANSWER BOOK.

- 2.1 An act which provides security to workers when they become unemployed
- 2.2 The way people feel about a certain product made by a particular company that has a particular name and design
- 2.3 Refers to how effectively people are carrying out their tasks or how well something is operating or working
- 2.4 An internal way of communication used by employees of an organisation which could be in the form of a short note or hard copy
- 2.5 The next step after conciliation has failed and the decision of the commissioner is legally binding on both parties
- 2.6 Refers to bad behaviour, including unprofessional, unethical or immoral behaviour which is not in accordance with professional or moral standards

- 2.7 This strategy involves day-to-day operating tasks, for example buying stock, checking inventories, doing maintenance and quality control
- 2.8 A conventional structure in which the company is divided into business units which are self-sufficient and relatively independent
- 2.9 This type of classification and cross-referencing is based on names
- 2.10 The oldest or least necessary documentation is removed and placed elsewhere as a more permanent solution (10 × 1) **[10]**
- TOTAL SECTION A: 20**

## SECTION B

### QUESTION 3

Read the following case study and then answer the questions that follow.

Monate Fast Foods intends to take the fast food industry by storm in a few years to come. Currently the business has branches across the Limpopo Province and plans to expand its wings in other provinces targeting towns and cities. "The word *monate* is a Setswana word which means something nice. We chose to use the word as our name to assure our clients that they will enjoy the food we serve", says Miraldah Makagaleng, founder and owner of the brand.

Miraldah completed her N6 Hospitality certificate at Tshwane South College. She later furthered her studies at Tshwane University of Technology where she obtained a National Diploma in Hospitality.

Cynthia was appointed as a manager for the Giyani outlet in 2010. She is a hard worker who believes that the success of any business depends on, among others, team work, aggressive marketing strategies and good relationships with both internal and external service suppliers.

She understands her duties and functions as a manager. Apart from performing management functions, she also has to make sure that the outlets complies with all safety standards, all employees are dressed accordingly and that they interact with service suppliers in a friendly manner.

Due to work pressures, Cynthia appointed Samuel as the administrative manager to take care of all administration related work such as filling and also managing all admin personnel.

- 3.1 Cynthia wants to set standards for her employees when they communicate orally and in writing with clients.

Explain some of the *communication standards* which employees can apply when communicating with clients.

(10)

- 3.2 It is important for Cynthia to ensure that all employees adhere to company policy.  
Explain the possible consequences that her business may suffer if it fails to comply with company policy. (5)
- 3.3 The success of *Monate Fast Foods* depends largely on both internal and external service providers.
- 3.3.1 Give examples of possible external service suppliers for *Monate Fast Food*. (3)
- 3.3.2 Explain the benefits associated with contracting the services of external suppliers. (10)  
[28]

#### QUESTION 4

- 4.1 Miraldah has decided to introduce a code of conduct in all *Monate Fast Food* outlets.
- 4.1.1 Explain the purposes of a *code of conduct*. (6)
- 4.1.2 List possible principles which should be emphasised in the code of conduct. (4)
- 4.2 Gabriel, a marketing officer was found to have contravened the business's code of conduct which constitutes misconduct. Disciplinary proceedings were instituted against him and Cynthia wants to adhere to the Labour Relations Act in dealing with this misconduct.
- 4.2.1 Describe the steps which must be followed to ensure procedural fairness in cases of misconduct. (6)
- 4.2.2 Explain the typical procedures which must be followed at Gabriel's disciplinary hearing. (5)
- 4.3 It is important for Cynthia to treat all her employees fairly to avoid grievances.  
Give any THREE examples of unfair labour practices. (3)  
[24]

**QUESTION 5**

- 5.1 It is important for managers like Cynthia to understand how the Commission for Conciliation, Mediation and Arbitration (CCMA) operates.
- 5.1.1 Explain FIVE functions of the CCMA. (5)
- 5.1.2 Explain the practical steps for involving the CCMA in dispute resolution. (10)
- 5.2 All employees of the above-mentioned business are entitled to take leave as stipulated in the Basic Conditions of Employment Act. Explain the following types of leave which employees may take:
- 5.2.1 Annual leave (2)
- 5.2.2 Sick leave (2)
- 5.3 Cynthia is compelled by legislation to train her employees.
- Differentiate between the purposes of the Skills Development Act and the Skills Development Levies Act. (4)
- [23]**

**QUESTION 6**

Strategic planning is important for *Monate Fast Foods* so that it competes successfully against others and achieves its objectives.

- 6.1 Differentiate between a *corporate strategy* and a *functional strategy*. (4)
- 6.2 Explain FOUR key elements/aspects of a good strategic plan. (8)
- 6.3 Explain the advantages of the functional organisational structure. (8)
- 6.4 Explain why it is important for Miraldah to conduct a SWOT analysis for the business. (4)
- [24]**

**QUESTION 7**

- 7.1 Miraldah and her employees are all entitled to freedom of association as stipulated under section 18 of the Constitution and chapter 2 of the Labour Relations Act.
- 7.1.1 Indicate the rights of both employees and employers in terms of the Labour Relations Act. (4)
- 7.1.2 Mercy is Cynthia's personal assistant and wants to join a workplace forum.
- What are the functions of a workplace forum? (8)
- 7.2 Mercy has misplaced some important documents and Cynthia urgently needs them. Explain the effects which misfiled documentation has in a business. (8)
- 7.3 Cynthia has decided to dismiss one of her employees.
- 7.3.1 Explain the word *dismissal*. (1)
- 7.3.2 Explain conditions under which a dismissal could be regarded as automatically unfair. (10)
- [31]**

**TOTAL SECTION B: 130**  
**GRAND TOTAL: 150**