



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

SUPPLEMENTARY EXAMINATION 2012

**MANAGEMENT PRACTICE
NQF LEVEL 3**

2 MARCH 2012

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

- 1.1 Ethics – a moral code or a set of moral principles based on values which are usually common to humankind.
- 1.2 Job specification – tells job seekers what the company is looking for in a suitable candidate e.g. qualifications, work experience and qualities.
- 1.3 Business strategy – concerns a specific line of business to help it compete and perform well in its specific arena.
- 1.4 Grievance – is a formal concern, complaint or dissatisfaction raised by an employee on job related matters with a person in authority
- 1.5 Organogram – is an organizational chart or diagram that illustrates in a visual form how an organization is structured.
- 1.6 Business cards – used to provide contact details and contains personal information such as telephone, fax and cell numbers and email address and are exchanged after a meeting
- 1.7 Innovation – introducing or inventing something new or better in a business.
- 1.8 Operating criteria – any standard by which an organisation's operations can be measured and tested
- 1.9 Bargaining council – a body that concludes collective bargaining with employers on matters such as pensions and medical aid, leave for workers
- 1.10 Numerical method – documents and files are arranged according to numbers such as dates and serial numbers

[10]**QUESTION 2**

- 2.1 Unemployment Insurance Act ✓
- 2.2 Brand image ✓
- 2.3 Performance ✓
- 2.4 Memorandum ✓
- 2.5 Arbitration ✓
- 2.6 Misconduct ✓
- 2.7 Operational strategy✓
- 2.8 Divisional✓
- 2.9 Alphabetical✓
- 2.10 Archiving✓

(10 × 1)

(10)
[20]**TOTAL SECTION A: 20**

SECTION B**QUESTION 3**

- 3.1
- Clarity✓ – being clear on what should happen as a result of the communication✓
 - Accuracy✓ – information given must be correct and 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 also identify with their situation, that you care enough about 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 relevant answer (10)

- 3.2
- Inconsistency in performance✓
 - Bias✓
 - Poor communication and control✓
 - Low performance levels✓
 - Reduced accountability✓
 - Failure to succeed
 - Low morale

Any relevant answer (5)

- 3.3 3.3.1
- Energy suppliers - Eskom✓
 - Water supplier – Rand water✓
 - Transport suppliers✓
 - Waste collection suppliers
 - Financial services sector

Any relevant answer (3)

- 3.3.2
- The company can match its operating standards and objectives with best service providers✓✓
 - Their services are usually of a specialist, professional nature✓✓
 - They can supply skills, expertise, technology and equipment that the company does not have✓✓.
 - They add to the company's service culture and service quality. ✓✓
 - They increase the company's competitiveness and professionalism. ✓✓
 - Their services add value to the customers' experience and help meet their expectations

Any relevant answer (10)
[28]

QUESTION 4

- 4.1 4.1.1
 - Foster a strong ethical climate ✓
 - Ensure responsible business and personal behaviour ✓
 - Facilitate decision-making processes ✓
 - Ensure social responsibility ✓
 - Regulate standards in an industry ✓
 - Uphold international best practice ✓
 - Ensure good governance
 - Eliminate corruption, bribery and theft
- Any relevant answer** (6)
- 4.1.2
 - Competence ✓
 - Integrity ✓
 - Professionalism ✓
 - Performance ✓
 - Responsibility and accountability
 - Respect for people's lives
 - Excellence in service delivery
- Any relevant answer** (4)
- 4.2 4.2.1
 - The employee must be given notice of the charge. ✓
 - In case of repeated minor misconduct the employee must have been given sufficient warning. ✓
 - The employee must be given reasonable time to prepare his response. ✓
 - During the hearing the employee must be given the opportunity to state his case. ✓
 - The employee must be allowed representation. ✓
 - After the hearing the employee must be fully informed of the reason for the decision. ✓
 - Where an employee has been dismissed, he must be reminded that he can refer the matter to the CCMA.
- Any relevant answer** (6)
- 4.2.2
 - A disciplinary procedure must be followed to ensure fairness if the employee commits a series of transgressions or a single very serious transgression. ✓
 - It is essential that all disciplinary actions be recorded on a disciplinary form and on the employee's disciplinary record. ✓
 - Formal verbal warnings and all written warnings must be recorded. ✓
 - The employee must sign the record as acknowledgement that he/she has received such warning. ✓
 - Where an employee refuses to sign a warning witness can be called to testify to the fact. ✓

- Where a final warning is given, a formal letter will be issued, warning the employee that he/she is in danger of being dismissed.

Any relevant answer (5)

4.3 Unfair conduct by an employer concerning the following areas

- Promotion✓
- Demotion✓
- Provision of training✓
- Suspension
- Unfair discrimination by an employer
- Psychometric testing
- Refusal to re-employ or reinstate a worker, as agreed

Any relevant answer (3)
[24]

QUESTION 5

- 5.1 5.1.1
- Attempts to resolve workplace disputes by conciliation, mediation and arbitration. ✓
 - Assists in the establishment of workplace forums and statutory councils. ✓
 - Compiles and publishes information and statistics about its activities. ✓
 - Arbitrates disputes that remain unresolved after conciliation. ✓
 - Considers applications for accreditation and subsidy from bargaining councils and private agencies. ✓

Any relevant answer (5)

- 5.1.2
- Step 1 - an employee in a dispute with an employer must first exhaust all the internal procedures for resolving disputes✓✓
 - Step 2 – the action must be taken immediately, as the person only has 30 days to open the case with CCMA. ✓✓
 - Step 3 – the person faxes or posts the form to the CCMA, including proof that a copy has been given to another copy✓✓
 - Step 4 – CCMA informs both parties of the date, place and time for the conciliation meeting. ✓✓
 - Step 5 – the hearing proceeds under the heading 'conciliation in dispute resolution'. If no agreement is reached, the commissioner issues a certificate to this effect. ✓✓
 - Step 6 – the person may decide to request CCMA for arbitration. This should be within 3 months from the certificate date.
 - Step 7 – the hearing proceeds under the heading 'arbitration in dispute resolution'. The arbitration award is final and binding to both parties

Any relevant answer (10)

- 5.2 5.2.1 Employees are entitled to 21 consecutive days, fully paid leave after every 12 months of continuous employment. It can also be calculated as 1 day's leave for every 17 days of employment. ✓✓ (2)
- 5.2.2 An employee is entitled to 6 weeks paid sick leave for every 36 months of continuous employment. During every sick leave cycle, employees are entitled to an amount of paid sick leave equal to the number of days they would normally work during a period of six weeks. ✓✓
- Any relevant answer** (2)
- 5.3 • Skills Development Act – aims to develop and improve the skills of the South African workforce✓✓.
- Skills Development Levies Act – prescribes how employers should contribute to the National Skills Fund✓✓
- Any relevant answer** (4)
- [23]**

QUESTION 6

- 6.1 - Corporate strategy - includes the courses of action to be taken to achieve the long-term goals of the strategic plan. ✓✓
- Functional strategy - is implemented more at the managerial level and it includes major activities or functions within the company✓✓.
- Any relevant answer** (4)
- 6.2 • Links up with the company's vision and mission✓✓
- Based on the company's values and priorities✓✓
- Stays true to the company's profile✓✓
- Acknowledges its stakeholder base ✓✓
- Linked with the business environment
- Recognises its SWOT analysis
- Navigates the company towards its destination
- Sets out the ways and means of evaluation
- Any relevant answer** (8)
- 6.3 • Each functional unit in the company has its own strategy, plans and goals✓✓
- The units become highly specialised in what they do and can give specialist input in the planning process✓✓
- Each unit can contribute level of skills and knowledge when implementing the plan drawn up✓✓
- Senior management can synchronise and coordinate the various units and their objectives✓✓
- Any relevant answer** (8)

- 6.4
- Strength – must know the outlet company's strong points such as skilled employees and preparing nice food✓
 - Weaknesses – must address the business weaknesses✓
 - Opportunities – take advantage of opportunities to expand her business✓
 - Threats – take preventive action against possible threats such as competitors and changes in consumers' preferences✓

(4)
[24]

QUESTION 7

- 7.1 7.1.1 Employees
- To form and join a trade union✓
 - To participate in the activities and programmes of a trade union✓
 - To strike
- Employers
- To form and join a trade union✓
 - To participate in the activities and programmes of an employers' organisation✓

Any relevant answer (4)

- 7.1.2
- Promote the interests of all workers✓✓
 - Enhance efficiency in the workplace✓✓
 - Consult with employers on behalf of employees in order to reach a consensus✓✓
 - Take part in decision-making that will affect employees✓✓

Any relevant answer (8)

- 7.2
- It will take much longer for the document to be traced ✓✓
 - It possible for the company to lose information contained in the document✓✓
 - It may encourage guessing or use of wrong facts ✓✓
 - A decision can perhaps not be made without the required documentation.
 - Money may be wasted ✓✓
 - It requires more work and effort to locate the misfiled information, which affects productivity
 - It slows down feedback or follow-up on a project.
 - Misfiled documentation can hold up a project

Any relevant answer (8)

- 7.3 7.3.1 **Dismissal** – takes place when an employer terminates an employee's contract of employment, the person is discharged and removed from the office permanently✓

Any relevant answer (1)

- 7.3.2
- An employee participated or supported a legal strike or protest action✓✓
 - Refuse to do a work normally done by an employee who is on strike✓✓
 - Refused to be forced into a demand in respect of any matter of mutual interest between an employer and employee✓✓
 - Took action against an employer by exercising any right contained in the LRA✓✓
 - Is pregnant or intends to become pregnant✓✓
 - Is being unfairly discriminated against on grounds such as race, age etc
 - Has to be transferred to the new owner of the business
 - Has made a protected disclosure on any malpractice, corruption or fraud in the organisation

Any relevant answer (10)
[31]

TOTAL SECTION B: 130
GRAND TOTAL: 150