



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

SUPPLEMENTARY EXAMINATION 2013

**MANAGEMENT PRACTICE
NQF LEVEL 3**

6 MARCH 2013

This marking guideline consists of 9 pages.

QUESTION 1

1.1	1.1.1	severance pay✓		
	1.1.2	Labour Relations Act✓		
	1.1.3	code of ethics✓		
	1.1.4	matrix (organisation structure)✓		
	1.1.5	sick leave✓		
	1.1.6	analysing (information)✓		
	1.1.7	conciliation✓		
	1.1.8	ethics✓		
	1.1.9	policy✓		
	1.1.10	work flow✓	(10 × 1)	[10]

QUESTION 2

2.1	2.1.1	E – mediation✓		
	2.1.2	C – divisional structure✓		
	2.1.3	A – cost leadership strategy✓		
	2.1.4	B – performance baseline✓		
	2.1.5	D – legal value✓		
	2.1.6	I – constitution✓		
	2.1.7	H – confidential data✓		
	2.1.8	G – business strategy✓		
	2.1.9	J – misconduct✓		
	2.1.10	F – grievance procedure✓	(10 × 1)	[10]

TOTAL SECTION A: 20

SECTION B**QUESTION 3****3.1 EXAMPLES OF POLICIES FOR WPH**

- Induction policy✓
- Health & safety policy✓
- Grievance policy✓
- Disciplinary policy
- Recruitment policy

(ANY relevant policy) (3)

3.2 ASPECTS OF SETTING A DRESS CODE

- Prescribed uniforms in case of uniformed personnel✓
- The choice of dress must be appropriate for the attendance of official functions and formal meetings✓
- Certain categories of clothing are specifically excluded as unacceptable✓
- Employees may not wear revealing or provocative clothing✓
- No tracksuits unless programme requires its wearing ✓
- Employees' clothes should be neat
- No printed pictures or slogans unless it is the company's
- No tight-fitting or see-through clothes

(ANY relevant answer) (5 × 1) (5)

3.3 PROBLEMS RESULTING FROM UNCONVENTIONAL CLASSIFICATION AND CROSS-REFERENCING

- It makes it difficult to access the information. ✓
- Queries or the completion of a project will be delayed. ✓
- It hampers the follow-up process. ✓
- It obstructs the evaluation of facts. ✓
- It creates tension and annoyance. ✓

(ANY relevant answer) (5 × 1) (5)

3.4 STEPS TO LOCATE MISSING INFORMATION

- Verify the required information. ✓
- Obtain permission to search for the information. ✓
- Find the information. ✓
- Process the information. ✓
- Copy the information. ✓
- Despatch the information. ✓
- Follow up. ✓

(7)

3.5 IMPLICATIONS ON PRODUCTIVITY WHEN AN ITEM CANNOT BE LOCATED

- The person cannot continue with the work process that requires the use of the particular item.✓
- The person cannot finalise the enquiry or assignment, and it becomes just another item on his or her to do-list.✓
- Alternatively, if a substitute item has to be used, the result may be poorer.✓
- Time is wasted while people search for the missing item.✓
- People such as a regular client, service provider or manager are kept waiting.✓

(ANY relevant answer) (5 × 1)

(5)
[25]**QUESTION 4****4.1 4.1.1 WHY IT IS NECESSARY TO PREPARE QUESTIONS FOR THE INTERVIEW**

The interviewer can:

- Decide beforehand what the focus of the interview will be✓
- Prepare a balanced variety of questions✓
- Ask intelligent, clearly thought-out questions ✓
- Identify crucial questions that all interviewees will have to answer✓
- Set the questions in the correct order✓
- Keep track of the progress of the interview

(ANY relevant answer) (5 × 1)

(5)

4.1.2 UNACCEPTABLE QUESTIONS DURING AN INTERVIEW

- Do you own or rent a house? ✓
- How much do you travel? ✓
- How many children do you have? ✓
- Do you have any physical handicap? ✓
- How many days were you not at work because of illness last year? ✓
- Have you ever been treated for mental problems?
- Why did you get divorced?
- Are you HIV positive?

(ANY relevant answer) (5 × 1)

(5)

4.2 4.2.1 Sick leave

- The employee has the right to sick leave when he/she is incapable to work owing to sickness or injury. ✓
- Employee is entitled to paid sick leave in each cycle. ✓
- A sick leave cycle means a period of 36 months' employment with same employer.

(ANY relevant answer)

(2)

4.2.2 Family responsibility leave

An employee is entitled to take three days' paid leave when:

- His or her child is born or sick ✓
- His or her life partner/spouse dies
- His or her parents or siblings die (ANY relevant answer) (2)

4.2.3 Maternity leave

- A pregnant woman is entitled to at least four consecutive months of maternity leave. ✓
- An employee may not work for six weeks after the birth of a child unless a doctor certifies that she is fit to do so. ✓
- An employee is entitled to maternity leave of six weeks if she miscarries or has a stillborn child.
- It is leave that a woman is allowed when she has a baby.

(ANY relevant answer) (2)

4.3 4.3.1 DISMISSAL BASED ON OPERATIONAL REQUIREMENTS

- Dismissals do not always result from an employee's behaviour; often circumstances demand that the organisation has to scale down on its staff. ✓
- Operational requirements relate to the employer's economic, structural or technological needs. ✓

(ANY relevant answer) (2)

4.3.2 DISMISSAL DUE TO POOR WORK PERFORMANCE

- The employer dismisses an employee due to his/her performance not being satisfactory. ✓
- The employee underperforms and does not meet the set standards and targets. ✓
- The person cannot master the skills or cope with the requirements of the work.
- The employer should have given the employee support in terms of training and guidance.

(ANY relevant answer) (2)

4.4 4.4.1 FIVE BENEFITS OF STRATEGIC PLANNING FOR PERFORMANCE MONITORING

- Real-time observation ✓
- Increased security ✓
- Informed interventions ✓
- Improved reporting ✓
- Enhanced coordination ✓
- Helping organisations to perform better financially
- Achieved long-term organisation goals

(5)

4.4.2 **FOUR ASPECTS OF A GOOD STRATEGIC PLAN**

- Strategies ✓
- Organisation's vision ✓
- Mission of the organisation ✓
- Goals of the organisation ✓
- Resource allocation

(4)
[29]**QUESTION 5**

5.1 5.1.1 **DEFINITION OF THE TERM ORGANISATIONAL STRUCTURE**
Organisational structure reflects a formal structure and indicates who reports to whom and the communication channels and line of authority. ✓✓

(2)

5.1.2 Suitable structure is **functional structure**. ✓✓

(2)

5.1.3 It is based on practical considerations and the functionality of each unit within Wilmed Park Hospital. ✓✓

(ANY relevant answer)

(2)

5.2 5.2.1 **ADVANTAGES OF TRADITIONAL STRUCTURE**

- The strategic plan is implemented systematically and in an orderly manner. ✓
- There is a clear chain of command. ✓
- The responsibility for success of the plan lies with the top management. ✓
- Employees know exactly what is expected of them.

(ANY relevant answer)

(2)

5.2.2 **DISADVANTAGES OF DIVISIONAL STRUCTURE**

- There is a degree of duplication in that each division requires its own middle management, workshops, etc. ✓
- There is a large burden on headquarters in terms of the complexity of administration. ✓
- Huge additional costs are incurred by each division needing its own branding, marketing strategy, etc. ✓

(ANY relevant answer)

(3)

5.3 **PROCEDURES FOR IDENTIFYING AND SELECTING SERVICE SUPPLIERS**

- Identify the suppliers. ✓
- Compile a list of suppliers. ✓
- Develop criteria for evaluating the suppliers. ✓
- Evaluate and select the supplier. ✓
- Monitor the suppliers' performance. ✓

(ANY relevant answer)

(5)

5.4 OPERATING AND CO-OPERATING CRITERIA

It allows the organisation to:

- Support company operations with an uninterrupted flow of materials and services ✓
- Buy competitively ✓
- Buy wisely ✓
- Keep inventory investment losses at a minimum ✓
- Develop effective and reliable sources of supply ✓
- Develop good relationships with the supply community ✓
- Achieve maximum integration with other departments of the organisation
- Handle the purchasing and supply management function proactively

(ANY relevant answer)

(6)

[23]

QUESTION 6**6.1 INTERNAL SERVICE SUPPLIERS IN WILMED PARK HOSPITAL**

- Doctors ✓
- Nurses ✓
- Porters ✓
- Cleaners ✓
- Security ✓
- Chefs/Kitchen staff ✓

(ANY relevant answer)

(6)

6.2.1 DEFINITIONS

Ethics means standards of conduct which indicate how to behave, based on moral duties arising from principles and choices about right or wrong behaviour. ✓✓

(2)

A code of conduct is a set of rules that prescribes how people should behave at work ✓✓ e.g. no swearing in the workplace.

(2)

6.2.2 PURPOSE OF CODE OF CONDUCT

- Fosters a strong ethical climate ✓
- Ensures responsible business behaviour and personal behaviour ✓
- Facilitates decision-making process ✓
- Ensures social responsibility ✓
- Regulates standards in an industry ✓
- Upholds international best practice ✓
- Ensures good governance
- Eliminates corruption, bribery and theft

(ANY relevant answer)

(6)

- 6.3 6.3.1 **EXAMPLES OF MISCONDUCT WHICH MAY LEAD TO DISMISSAL**
- Theft ✓
 - Dishonesty ✓
 - Wilful damage to the property of the employer ✓
 - Wilful endangering of the safety of others ✓
 - Physical assault on the employer, employee or a client ✓
 - Serious disobedience or defiance
- (ANY relevant answer) (5)
- 6.3.2 **PROCEDURAL FAIRNESS ON DISMISSAL**
- The employer should conduct an investigation to determine whether there are grounds for dismissal. ✓✓
 - The employer should notify the employee of the allegations in the language that the employee understands. ✓✓
 - The employee is entitled to a reasonable time to prepare a response. ✓✓
 - After the enquiry, the employer should give the employee a written communication about the decision taken. ✓✓
 - If the employee is dismissed, he/she should be given the reason for the dismissal and be reminded of the right to refer the matter to council.
- (ANY other relevant answer) (8)
- [29]**

QUESTION 7

- 7.1 7.1.1 **CURRICULUM VITAE**
- A comprehensive document that contains personal information about the applicant and can help to identify the best candidate and eliminate those who are not qualified. ✓✓
- (2)
- 7.1.2 **INTERVIEW GRID**
- To ensure that the shortlist of candidates for the interview is compiled fairly, a grid can be used to identify those persons who meet the specified requirements. ✓✓
- (2)
- 7.1.3 **RATING SCALE**
- This scale is used to rate the applicant's competencies. Rating should be done immediately after the interview. ✓✓
- (2)

7.2 THE ROLE OF THE ORGANISATIONAL STRATEGIES TO IMPROVE BUSINESS PERFORMANCE

7.2.1 Corporate strategy

Includes the course of action to be taken to achieve the long-term goals of strategic planning✓✓

7.2.2 Functional strategy

This strategy is implemented more at managerial level. It involves major activities within the company✓✓

7.2.3 Differentiation strategy

Involves company's plans to set itself apart from other companies that offer similar services ✓✓

7.2.4 Focus strategy

The aim is to concentrate on certain parts of the market and not on the whole market✓✓

(4 × 2) (8)

7.3 VALUABLE ITEMS WITHIN THE COMPANY

- Agreements with suppliers✓
- Financial statements✓
- Research findings✓
- Marketing plan✓
- Employees' and clients' information✓

(5)

7.4 REASONS WHY THEY ARE CONSIDERED VALUABLE

- Origin of the document✓
- Originality of the document✓
- Information value, e.g. sensitive information✓
- Legal value of the document✓
- Monetary value of the document✓
- Rarity of the document

(5)

[24]

TOTAL SECTION B: 130
GRAND TOTAL: 150