



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

**MANAGEMENT PRACTICE
NQF LEVEL 3**

SUPPLEMENTARY EXAMINATION 2013

(3021003)

**6 March (X-Paper)
09:00 – 12:00**

This question paper consists of 8 pages.

<p>TIME: 3 HOURS MARKS: 150</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.
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SECTION A**QUESTION 1**

1.1 Give one word/term for each of the following descriptions. Write only the word/term next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK.

- 1.1.1 Money paid by an organisation to an employee on early termination of a contract. It is based on the length of service and meant to cover part of the salary loss.
- 1.1.2 The ... regulates the relationship between employees and their employers.
- 1.1.3 Companies have a ... that describes their conduct regarding regulations, policies and procedures.
- 1.1.4 In a/an ... structure, specialists from different functional areas in the organisation are assigned to a specific project and must report to a project manager.
- 1.1.5 A manager may request a medical certificate from an employee who has been on ... leave.
- 1.1.6 The initial recording process involves ... information.
- 1.1.7 It is the process of trying to get people to stop arguing and to agree.
- 1.1.8 ... involves what society considers to be acceptable behaviour.
- 1.1.9 A ... is a set of guiding principles that an organisation applies regarding issues in the workplace.
- 1.1.10 ... implies that there is a certain sequence or order in which different aspects of the work must be done. (10 × 1)

[10]

QUESTION 2

- 2.1 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A – M) next to the question number (2.1.1 – 2.1.10) in the ANSWER BOOK.

	COLUMN A	COLUMN B
2.1.1	Intervention by a third party to help two parties reach an agreement	A cost leadership strategy B performance baseline
2.1.2	Made up of separate units which are relatively independent	C divisional structure D legal value
2.1.3	Aims to reduce the cost of production and distribution	E mediation F grievance procedure
2.1.4	An acceptable level of performance one can reasonably expect under normal circumstance	G business strategy H confidential data
2.1.5	Contracts, tenders, deeds, proof of ownership, agreements and wills are valuables as they bear original signatures	I constitution J misconduct
2.1.6	A written statement about the fundamental principles by which a country is governed	K dismissal L UIF
2.1.7	Information on business strategies, production plans and methods which are kept secret from rivals in the same industry	M workplace forum
2.1.8	The strategy to help a specific line of business to help to compete and perform well	
2.1.9	Bad behaviour, including unprofessional, unethical or immoral behaviour	
2.1.10	Ensures that management deals effectively with complaints	

(10 × 1)

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

SECTION B

Read the following case study and then answer the questions.

Wilmed Park Hospital (WPH) is a fully-fledged private hospital situated in Klerksdorp. It caters for people with medical aid schemes and cash across the country. The hospital is open 24 hours a day. Over and above the personal care you will receive during your stay, a wide spectrum of health care facilities housed in a modern complex are available to ensure that your health care needs are catered for.

Whenever there is a shortage of staff, the management of the hospital does its best to ensure that suitably qualified people are employed. The hospital aims to provide a friendly, helpful and professional personnel managing the unit and maintaining high quality care at all times.

The following areas are identified as critical needs for the success of the hospital:

- Business operations
- Client services
- Legal compliance
- Strategic plan
- Management information systems

The hospital offers a free shuttle service between the two parking areas and the entrance. Although mainly meant for patients and the elderly, these shuttles can be used by any person visiting Wilmed Park Hospital. The shuttles will find you or can be called by a staff member when you need a ride.

[Source: www.wilmedpark.co.za]

QUESTION 3

- 3.1 WPH has certain standards and rules and regulations to be maintained, therefore it ensures that all policies are communicated to the employees.

Give THREE examples of policies which WPH must have. (3)

- 3.2 WPH has a dress code for its employees.

Indicate FIVE aspects to be followed when setting a dress code in order to look professional. (5)

- 3.3 Most documents in the hospital require some form of cross-referencing to indicate that it can be used in different places. Administration clerks should therefore ensure that documents are correctly classified.

Explain the problems that result from unconventional classification and cross-referencing. (5)

- 3.4 Identify SEVEN steps that the administration clerks could take to locate and dispatch required information. (7)
- 3.5 Some items in the WPH could not be located for dispatch. What implication does this have on productivity (5)
- [25]**

QUESTION 4

- 4.1 The position for a psychologist was advertised and short-listing of qualifying candidates has been done. The panel must now prepare questions that will be asked in the interview.
- 4.1.1 Indicate why it is necessary to prepare questions before an interview. (5)
- 4.1.2 List FIVE questions that are unacceptable in any interview with a prospective employee. (5)
- 4.2 According to legislation, all employees at WPH are entitled to take leave. Explain the following types of leave which employees may take:
- 4.2.1 Sick leave (2)
- 4.2.2 Family responsibility leave (2)
- 4.2.3 Maternity leave (2)
- 4.3 The management of WPH expects all employees to comply to its regulations in order to achieve its objectives. Failure to do so will result in dismissal.
- Explain the following:
- 4.3.1 Dismissal based on operational requirements (2)
- 4.3.2 Dismissal due to poor work performance (2)
- 4.4 WPH management will be conducting a strategic management workshop in April.
- 4.4.1 Identify FIVE benefits of strategic planning for performance monitoring. (5)
- 4.4.2 List FOUR aspects of a good strategic plan. (4)
- [29]**

QUESTION 5

- 5.1 As a result of growth, WPH has appointed personnel in other departments. This led to the redesign of the organisational structure for clear lines of control, accountability and maximum efficiency in the hospital.
- 5.1.1 Define the term *organisational structure*. (2)
- 5.1.2 Identify the suitable organisational structure for WPH. (2)
- Motivate your answer in QUESTION 5.1.2.
- 5.1.3 (2)
- 5.2 Explain the following:
- 5.2.1 THREE advantages of the traditional organisational structure (3)
- THREE disadvantages of the divisional organisational structure
- 5.2.2 (3)
- 5.3 The manager of WPH is responsible for communicating with different service suppliers.
- Describe the procedure that he/she may use to identify and select service suppliers for the hospital. (5)
- 5.4 Explain to the workers of WPH SIX operating and co-operating criteria for service suppliers. (6)
- [23]**

QUESTION 6

- 6.1 Internal clients are treated in the same manner as specified in WPH policies and procedures.
- Give SIX examples of internal clients of WPH. (6)
- 6.2 A parent left a wallet on the counter while completing the admission forms for the child. The administration clerk who was helping the parent, decided to keep the wallet for herself/himself. This is unethical and against the code of conduct of WPH.
- 6.2.1 Define the terms *ethics* and *code of conduct*. (2 × 2) (4)
- 6.2.2 Define the *purpose* of an organisation's code of conduct. (6 × 1) (6)

- 6.3 If the administration clerk had been filmed by the CCTV cameras, she/he could be found guilty and therefore dismissed on the basis of misconduct.
- 6.3.1 Provide FIVE more examples of serious misconduct which can lead to dismissal. (5)
- 6.3.2 Describe the FOUR steps to be followed to ensure procedural fairness in cases of dismissal based on misconduct. (8)
- [29]**

QUESTION 7

- 7.1 Indicate how each of the following documents will help ensure fair labour practice if interviews are to be conducted in WPH:
- 7.1.1 Curriculum vitae (2)
- 7.1.2 Interview grid (2)
- 7.1.3 Rating scale (2)
- 7.2 Describe the role of the following organisational strategies which could be used by the management of WPH to improve business performance:
- 7.2.1 Corporate strategy
- 7.2.2 Functional strategy
- 7.2.3 Differentiation strategy
- 7.2.4 Focus strategy (4 × 2) (8)
- 7.3 Identify FIVE valuable documents in WPH. (5)
- 7.4 Give FIVE reasons why such documents are considered valuable. (5)
- [24]**

TOTAL SECTION B: 130
GRAND TOTAL: 150