



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE NQF LEVEL 4

(3021004)

**27 February 2018 (Y-Paper)
13:00–16:00**

This question paper consists of 8 pages.

**TIME: 3 HOURS
MARKS: 150**

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 Choose a/an item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.1.1	Reducing the number of employees owing to business consideration, e.g. where the business is in financial difficulty	A learnerships B ethics C retrenchment
1.1.2	It provides rules to ensure that there is fair and similar treatment for all people in the workplace	D mentor E strategic planning
1.1.3	It is concerned with setting long-term objectives of the organisations	F departmentalisation
1.1.4	The code of principles and values based on morals that directs the behaviour of individuals	G independent contractor
1.1.5	When people do not agree to change, but do not oppose it openly	H passive resistance I skill gap
1.1.6	A person with the skills needed to motivate and show the employee how to handle certain work situations and tasks	J employment equity K control
1.1.7	A person undertaking to perform a certain job but he/she does not operate under the control and supervision of the employer	L change management
1.1.8	A mechanism to facilitate the linkage between structured learning and work experience in order to obtain a registered qualification which signifies work readiness	
1.1.9	The difference in the skills required on the job and the actual skills possessed by the employees	
1.1.10	It involves dividing an organisation into different departments, which perform tasks according to the departments' specialisations in the organisation	

(10 × 1) (10)

1.2 Complete the following sentences/paragraph(s) by writing down the missing word(s). Write only the word(s) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

- 1.2.1 An idea that can be turned into a product or services for which there is a need in the market and which is profitable.
- 1.2.2 ... is the transfer of a message concerning activities of the organisation by any means from a sender to the receiver.
- 1.2.3 ... needs include our need for love, friendship and understanding of other people and groups.
- 1.2.4 A formal guideline for behaviour and decision making.
- 1.2.5 An organisation or individual that provides education or training services.
- 1.2.6 An official hierarchy of authority that dictates who is in charge of whom and of whom permission must be asked.
- 1.2.7 ... is developed annually – for the period 01 April to 31 March – by a registered skills development facilitator and is submitted to the SETA with which the organisation is registered.
- 1.2.8 The aim of this strategy is to concentrate on a certain part of the market such as a certain group of customers or a specialised product.
- 1.2.9 A ... leader allows the group to use its own discretion and initiative and does not participate himself.
- 1.2.10 Training that is held on organisation premises in order to educate, develop or improve employee's skills.

(10 × 1)

(10)
[20]

TOTAL SECTION A: 20

SECTION B

Answer ALL questions in SECTION B.

QUESTION 2

Read the case study below and answer questions.

CHANGES IN B & A COMPANY

Back in 2006, B&A company brought on board a new chairperson, James Gresse. When this new chairperson started, he noticed that the company was very inefficient and was wasting a lot of valuable resources and it was at risk of collapse. To make the organisation more profitable, James Gresse decided to restructure the entire organisation. He realised that the best way to do this was through a change methodology management plan and strategies.

He began by doing a skill survey to check the quality of staff members available in the organisation. But, before this was done, through his change management leadership, James Gresse gave the company employees the reasons for the restructuring of the company in order to prepare them for the upcoming changes. Thus, through leadership and communication, he directed his company through a difficult time that could have been disastrous without effective change management resistance communication

Faced with this bleak scenario, James Gresse led a strategy workshop to reformulate the best way forward and to check necessary training to be conducted for all employees. The strategy workshop was focusing on the way forward to bring back customers, skills for all personnel to carry out tasks as required as well as ways to be used to motivate them and also changes in the company management.

[Translated from: *Copyright 2004 SAIM Management Practice: 47*]

- 2.1 When James Gresse started working at B&A company, he noticed that the company was very inefficient and was at risk of collapse.
- 2.1.1 Define the term risk. (2 × 1) (2)
- 2.1.2 Describe FOUR ways which James Gresse as the new chairperson of B&A Company can follow to overcome risk. (4 × 1) (4)
- 2.2 To avoid a company operating under risk, James Gresse decides to include all staff members in the strategic planning process.
- Identify FOUR activities that are regarded as part of planning. (4 × 1) (4)

- 2.3 As one of the major issues regarding B&A Company's restructuring, James Gresse realised that the best way to do this was through a change methodology management plan and strategies.
- 2.3.1 What are the main objectives of a strategic plan? (3 × 1) (3)
- 2.3.2 Advise James Gresse on what should executive management do to improve the chances of strategy being successful. (3 × 1) (3)
- 2.3.3 Why is it important to conduct a SWOT analysis as part of the strategic planning process? (4 × 1) (4)
- 2.4 James Gresse realised that he needed to conduct marketing research to make the organisation more profitable before he can restructure the entire organisation.
- 2.4.1 Explain the term marketing research. (2)
- 2.4.2 When doing marketing research there is a need to obtain primary and secondary data.
Differentiate between *primary* data and *secondary* data. (2 × 2) (4)
- 2.4.3 There are different methods of gathering primary data.
Briefly explain how James Gresse can use these methods in gathering primary data.
- (a) Survey (3 × 1) (3)
- (b) Focus group (3 × 1) (3)
- 2.5 Describe how the management of B&A company can communicate strategy to employees. (3 × 2) (6)
- 2.6 Give SIX additional functions performed by management in an organisation. (6 × 1) (6)

[44]

QUESTION 3

- 3.1 The main goal of James Gresse as a new chairperson when doing restructuring was to stop the company from collapsing.
- Give THREE examples of what could have caused an organisation to collapse (3)
- 3.2 James Gresse did a skills audit to check the quality of staff members available in the organisation.
- 3.2.1 Explain the term *skill audit*. (2 × 1) (2)
- 3.2.2 Discuss how James Gresse can conduct the skill audit in the organisation. (3 × 1) (3)
- 3.2.3 Explain the aspects that James Gresse needs to consider when choosing a training programme. (5 × 2) (10)
- 3.2.4 Explain the role of the training committee with reference to the skills development process. (5 × 1) (5)
- 3.2.5 At every level of decision-making within a business, each decision made will follow a number of steps.
- Identify SIX steps of decision making. (6 × 1) (6)
- 3.3 Explain why it is a good idea for James Gresse to get feedback from all the people concerned after the training course. (2 × 2) (4)
- 3.4 Proper training given to employees can motivate them.
- Briefly explain how the following factors can be used to motivate employees.
- 3.4.1 Information (2 × 2) (4)
- 3.4.2 Involvement (2 × 2) (4)
- [41]**

QUESTION 4

- 4.1 Employees can be recognised by having skills in the organisation. Which type of skills can be used to carry out the following responsibilities:
- 4.1.1 These skills are learned and used to allocate resources efficiently.
- 4.1.2 These skills are used to develop the ability to work with people. (2 × 1) (2)
- 4.2 As another way to motivate employees, recognition is essential.
Identify FIVE systems or methods that James Gresse can use for recognising the achievements of all employees of B&A Company. (5 × 1) (5)
- 4.3 Explain the importance of praise and personal recognition. (2 × 2) (4)
- 4.4 Identify FIVE steps that James Gresse can use in assisting the management of B&A company in showing their employees recognition. (5 × 2) (10)
- 4.5 As part of his responsibility James Gresse must see to it that there is a proper organisational structure that indicates compositions and positions of each level of management.
Explain the THREE levels of management in an organisation. (3 × 4) (12)
- 4.6 There are different types of leadership styles an organisation's management can use. Explain any FOUR leadership styles that James Gresse can choose from in order to bring change in the company: (4 × 3) (12)
- [45]**
- TOTAL SECTION B: 130**
GRAND TOTAL: 150