



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

**MANAGEMENT PRACTICE
NQF LEVEL 4**

XX FEBRUARY 2020

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	False		
	1.1.2	False		
	1.1.3	False		
	1.1.4	True		
	1.1.5	True		
	1.1.6	True		
	1.1.7	True		
	1.1.8	False		
	1.1.9	False		
	1.1.10	False		
			(10 × 1)	(10)
1.2	1.2.1	K		
	1.2.2	H		
	1.2.3	D		
	1.2.4	E		
	1.2.5	A		
	1.2.6	I		
	1.2.7	B		
	1.2.8	J		
	1.2.9	G		
	1.2.10	C		
			(10 × 1)	(10)
1.3	1.3.1	SWOT Analysis		
	1.3.2	Designated groups		
	1.3.3	Electronic presentation		
	1.3.4	Management		
	1.3.5	Technological factors		
	1.3.6	Change management		
	1.3.7	Night time		
	1.3.8	Laissez-faire leadership		
	1.3.9	Skilled labour		
	1.3.10	Market share		
			(10 × 1)	(10)
				[30]
			TOTAL SECTION A:	30

SECTION B**QUESTION 2**

- 2.1 2.1.1 Business objectives are those goals or end results the business wants to achieve in order to be successful. (2)
- 2.1.2 Senior management or the owner of the business (1)
- 2.1.3 Money✓
- Money must be available to pay for the resources needed to do the required work.✓
 - Start-up capital, bank loans and profit
- Information✓
- These include information from the internet, books and newspapers or from people who have studied certain subjects or people who have business experience.✓
 - Managerial and staff experience, knowledge and expertise on control measures
- Materials✓
- These can be raw materials, such as wood for making furniture and so on. It includes anything that will be used to produce work.✓
- Equipment✓
- This includes all the tools, machinery and buildings.✓
- People✓
- They include the staff and their skills to carry out the work.✓
 - Managers, strategic planners and labourers
- Time✓
- Time is another resource used in the organisation. The time used to produce products or to offer services must be calculated.
- (Any 4 × 2) (8)
- 2.2 • It is concerned with the overall purpose and scope of the business to meet stakeholder expectations.
- It is heavily influenced by investors in the business and guides strategic decision-making throughout the business.
- It is contained in a mission statement (Any 2 × 2) (4)

- 2.3 STEP 1: Gather the raw materials.
 STEP 2: Identify who needs to act to achieve success.
 STEP 3: List the actions each individual or group must take.
 STEP 4: Decide what information each one must have to take the appropriate actions.
 STEP 5: Develop a communications approach for each audience.
 STEP 6: Deliver the message.
 STEP 7: Verify that audiences understand the message.
 STEP 8: Reinforce communication at regular intervals. (8x1) (8)
- 2.4 In-house training programmes are training programmes offered by the business itself✓✓ while outsourced training programmes are training programmes for which a company hires another company or an individual to perform tasks usually executed or done by the company's own employees.✓✓ (2 × 2) (4)
- 2.5
- Enable staff to obtain specific skills and knowledge
 - Increase job satisfactions
 - Increase employee motivation
 - Increase morale amongst employee
 - Increase efficiencies in process, resulting in financial gain (Ay 3 × 1) (3)
- [30]**

QUESTION 3

- 3.1 3.1.1
- To empower staff
 - To train and develop staff
 - Customer focused
 - Competition
 - Technology
 - Political reason
 - Economic reasons
 - Social reasons
 - International influence (Any 4 × 1) (4)
- 3.1.2
- Education and communication
 - Participation and involvement
 - Facilitation and support
 - Negotiation and rewards
 - Manipulation and co-optation
 - Coercion (Any 4 × 1) (4)

- 3.2 3.2.1 Democratic or participative leadership style (1)
- 3.2.2
- Employee productivity is high as they form part to the decision.
 - They share the responsibility with the superior and also try to safeguard him.
 - Provides organisational stability by raising the morale and attitudes of employees.
 - It is a highly motivating technique as employees feel elevated when their ideas and suggestions are considered in decision making.
 - Creates creativity in subordinates.
 - Provides opportunities for subordinates' development and growth
 - Motivate subordinates.
 - Effective where team work is needed. (Any 6 × 2) (12)
- 3.2.3 Coercive leadership✓
- It involves influencing others by using the ability to punish them if they do not act as the leader wishes or if they make mistakes.✓ ✓
 - It may be successful in situations where rules have to be strictly followed.
- Authoritative leadership✓
- Leader's use their formal position within the business to exercise their power.✓ ✓
 - People follow this leader because they have agreed to do so in exchange for a salary
- Coaching leadership✓
- Leaders are those who develop the skills and experience of people.✓ ✓
 - They are mentors and employees are encouraged to follow them because of their expertise and because of what employees can learn from them.
- Transformational leadership
- Leaders are usually associated with high-performance teams as they set very high standards for their team members.
 - They are experts in their field and their opinions are therefore regarded as important. (Any 3 leadership styles = 3x1)
+ (Any relevant explanation = 3x2) (9)
- [30]

QUESTION 4

- 4.1
- Planning: ✓ deciding what needs to happen in future and coming up with plan of action ✓
 - Organising: ✓ making the most efficient and effective use of the resources to enable them to successfully carry out the plan ✓
 - Leading: ✓ showing skills in these areas to get others to play an effective part in achieving plans ✓
 - Controlling: ✓ monitoring and checking progress against plans that may need to be modified based on feedback ✓
- (Any relevant explanation 4 × 2) (8)
- 4.2
- Management may send the employee a formal letter of appreciation.
 - The employee may be personally thanked via a phone call or by sending him or her a brief e-mail.
 - The employee may be offered a symbol of recognition such as employee of the week.
 - Cash bonuses may be given to employees who have done a good job.
 - Public recognition, by including the employee's name in a speech at a meeting, sending out a general email or putting the letter of appreciation on a notice board for others to see.
 - Provide opportunities for personal growth or allow extra time off
 - Award a high merit increase in salary or offer share options (Any 5 × 2) (10)
- 4.3
- Increase in productivity
 - Increases employee satisfaction
 - Increases staff loyalty
 - Enhances teamwork between employees
 - Retention of quality employees increases – lowers employee turnover
 - Lowers negative effects such as absenteeism and stress (Any 4 × 1) (4)
- 4.4
- Increased turnover rates
- Poor recognition by employers increases absenteeism in the working environment.
- Decreased employee empowerment
- Failure to acknowledge employees in an organisation decreases their will to work in such an environment.
- Unsatisfying performance results
- Performance results can be lower as a result of failure to recognise workers.
- Decrease in employee motivation
- Unmotivated employees can negatively impact the performance of others and the organisation.
 - Their dissatisfaction in the work environment reduces motivation and can negatively influence their work (Any 2 × 2) (4)

- 4.5
- Holding one-on-one meetings with staff members
 - Observing employees at work
 - By using of peer assessment
 - By interviewing staff members
 - By using questionnaires and surveys
 - By asking questions and showing employees that they are important
- (Any 4 × 1) (4)
- [30]**

QUESTION 5

- 5.1
- 5.1.1 This first stage of change involves preparing the organisation to accept that change is necessary, which involves breaking down the existing status quo before you can build a new way of operating.
- 5.1.2 This stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction.
- 5.1.3 This stage helps people and the organisation to internalise or institutionalise the changes. This means making sure that the changes are used all the time and are incorporated into everyday operations.
- (Any relevant explanation = 3 × 2) (6)
- 5.2
- 5.2.1
- Eliminates unfair discrimination in employment. Forced organisations to formulate recruitment policies to eliminate unfair practices such as the employment of men only, employing only employees between the age of 20 and 25, employing whites only, et cetera.
 - Implementation of an affirmative action policy to ensure equitable representation in all occupational categories and levels in the workforce.
 - A diverse workforce representing the whole labour market and not only one or two cultural groups.
- (Any 2 × 2) (4)
- 5.2.2
- Working conditions that meet acceptable minimum standards, such as a healthy and safe work environment
 - Policy changes in terms of minimum work hours, hours' overtime and payment accordingly, specific meal interval time, work on public holidays and payment, if employee agreed to work
 - Definite policies on sick leave, maternity leave as well as family responsibility leave
- (Any 2 × 2) (4)

5.3	5.3.1	<p>Business code of conduct is a set of rules and standards written for a business's employees. ✓ It is a guideline for employees on how to act and how to make decisions that affect the stakeholders of a business and must be made a formal part of a business's policies and procedures. ✓</p>	(2)
	5.3.2	<ul style="list-style-type: none"> • Basic skills These are abilities developed to make learning easier, as well as to allow employees to gain knowledge faster. • Complex problem-solving skills These skills are acquired abilities and are used to solve problems in complex real-world settings. • Resource management skills These skills are acquired and are used to allocate resources efficiently. • Social skills Social skills refer to the ability to work with people. • System skills These are acquired skills that are used to understand, monitor and improve social-technical systems. <p style="text-align: right;">(Any relevant explanation 5 × 2)</p>	(10)
5.4		<ul style="list-style-type: none"> • Lack of benefits and rewards • Low level of education and skills • Poor communication • Not being consulted • Low trust • Lack of competence • Misunderstanding about the need for change <p style="text-align: right;">(Any 4 × 1)</p>	(4) [30]
TOTAL SECTION B:			120
GRAND TOTAL:			150