higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

MANAGEMENT PRACTICE
NQF LEVEL 4

(3021004)

8 November 2018 (Y-Paper)
13:00–16:00

This question paper consists of 10 pages.

<div style="border: 2px solid black; text-align: center; padding: 10px;">

TIME: 3 HOURS
MARKS: 150

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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.

SECTION A

QUESTION 1

1.1   Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

      1.1.1   … is defined as having sufficient skill or knowledge to perform the task.

          A   Competency
          B   Inadequacy
          C   Urgency
          D   Common sense

      1.1.2   To … is to evaluate in terms of good or bad or against a set of criteria.

          A   delegate
          B   assess
          C   attribute
          D   access

      1.1.3   A computer program that allows people to prepare and present slides electronically using a computerised projector.

          A   Microsoft
          B   Excel
          C   PowerPoint
          D   Adobe reader

      1.1.4   There are different forces that make change inevitable. Business ethics falls under the … force.

          A   political
          B   ecological
          C   international
          D   social

      1.1.5   This is the way things are done in a particular organisation, being a set of attitudes, approaches and expectations that all employees share.

          A   Corporate culture
          B   Emphasis
          C   Team building
          D   Leadership

1.1.6 The main elements or structures of the Skills Development Act:

A Doing a survey to determine the employment history of staff
B Developing an accelerated development programme
C Identifying the skills and expertise required by an organisation
D Introducing a new institutional framework

1.1.7 A competing company suddenly decides to close down, leaving its customers looking around for a new supplier. This is a/an … for another company.

A strength
B weakness
C opportunity
D threat

1.1.8 Once the auditor knows which skills an employee has, this information is compared to the skills needed for that particular job. Any difference is called …

A skills audit.
B skills gap.
C skills required.
D skills available.

1.1.9 The management responsible for planning the day-to-day activities is known as …

A middle management.
B first-line management.
C top management.
D functional management.

1.1.10 ... are specific groups of people such as black people, women and people with disabilities.

A Focus groups
B Team-builder groups
C Equity groups
D Designated groups

(10 × 1)   (10)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Lunch breaks are employees' own time, during which they may read, sleep or go shopping.

1.2.2 Every organisation has to have a clear vision, mission and core values to be successful.

1.2.3 A skills audit is conducted to determine whether there is a skills shortfall or a skills surplus.

1.2.4 Making decisions under conditions that are risky allows one to be 100% sure of the future outcome.

1.2.5 Employee survey results provide a false assessment of how motivated team members are.

1.2.6 Maslow's hierarchy of needs provides an excellent explanation of what motivates us.

1.2.7 The concept of ethics means doing the right thing.

1.2.8 Top management is responsible for specific departments of the organisation.

1.2.9 In order to qualify for the 20% of the Skills Development Levies Act, the employer must submit a training plan.

1.2.10 Severance pay should be equal to one week's remuneration for each completed year of service.

(10 × 1) (10)

1.3   Choose a word/term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	A document that contains regulations related to working time and how much a worker will earn	A	planning
1.3.2	The percentage of the total market that buys from a specific business	B	outsourcing
		C	niche
1.3.3	The line of authority and responsibility along which instructions are passed	D	Basic Conditions of Employment Act
1.3.4	The management function that determines the organisation mission and goals	E	chain of command
		F	green area
		G	creativity
1.3.5	Low-cost, power-consuming wireless technology that allows people to send pictures and information over a short distance	H	market share
		I	Employment Equity Act
		J	contract of employment
1.3.6	A method of involving team members to make decisions	K	email
1.3.7	This act is important in deciding what workers' rights and obligations are worth.	L	market research
		M	Bluetooth
1.3.8	The ability to custom design processes to meet the goals of the organisation		
1.3.9	Information is gathered using primary data and secondary data.		
1.3.10	A very small segment of the market which is not served or is under-served by competitors		

(10 x 1)   (10)
[30]

TOTAL SECTION A: 30

SECTION B

Read the following case study and answer the questions.

In recent years the **proof department** of the Universal Bank and Trust Company has had considerable difficulty with labour turnover, absenteeism, lateness, and low employee productivity.

The bank is located in a large city. The main function of the proof department is posting of cheques and other items against customer accounts. This means that items such as deposits, withdrawals, and cheques are credited or debited to the proper customer account as they are received by the bank. This work comes to the proof department from the bank's 85 branches.

The proof department is located in a large office building in the city, and there are over **1,500 employees** in the department. The posting is done on a proof machine, and the working conditions are factory-like. Each operator is given work by a **unit head** and then-using a machine which resembles a keypunch machine - posts the items. The work is quite simple, routine, and highly repetitive.

For the last five years the operator job has attracted only female applicants, most of whom are married women and not the heads of households. They are young high school graduates ranging from 18 to 30 years of age. The new operator stays for an average of two years, although a few stay with the bank longer and these are usually made unit heads.

If they worked at full capacity, each operator could process 1,500 to 1,800 items an hour, but the average is 500 to 700 an hour. Mondays and Fridays are days when up to one third of the force may be absent.

The **Head of the proof department** is aware of the problem, knows the work is boring, and realizes that a large majority of the workforce consists of minority group members who are young. The bank pays a competitive salary for this type of work, and its fringe benefits are similar to or better than most other employers in the city.
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QUESTION 2

2.1 Discuss THREE types of leave to which Universal Bank employees are entitled. (3 × 2) (6)

2.2 Prepare a SWOT analysis report of the Universal Bank (4 × 2) (8)

2.3   The unit head has heard about the accelerated development programme (ADP), which is a training and development intervention to meet the needs of individuals and the organisation.

Advise the unit head on the requirements of an ADP.   (5 × 2)   (10)

2.4   Explain the FOUR management functions that the unit head could apply for the proof department to succeed.   (8)
[32]

QUESTION 3

3.1   Universal Bank has learnt that it is a good practice to involve employees in decision-making as a means of obtaining their commitment to the business objectives.

Describe FIVE ways which proof department could involve its employees in order to achieve their objectives.
(5 × 2)   (10)

3.2   A meeting is a very effective way to communicate.

What are the golden rules to follow when conducting a meeting?   (5 × 1)   (5)

3.3   Head of the proof department realised that on-the-job development is the most successful method of training in the organisation.

Explain the activities that are necessary to conduct on-the-job development programme.
(5 × 2)   (10)
[25]

QUESTION 4

4.1   Discuss the following types of planning which are carried out at different levels in the business:

4.1.1   Strategic planning

4.1.2   Tactical planning

4.1.3   Short-term planning

(3 × 2)   (6)

Please turn over

4.2 Explain how the following external environmental factors can affect the Universal bank's operations:

    4.2.1   Consumers

    4.2.2   Competitors

    4.2.3   Suppliers

    4.2.4   Intermediaries

    4.2.5   Labour market

                                (5 × 2)   (10)

4.3 Leaders are able to persuade people to do things by means of their leadership styles. The unit head of proof department prefers an autocratic leadership style.

Describe in full the characteristics of an autocratic leader.   (5 × 2)   (10)

4.4 For the last five years the operator job has attracted young high school graduates ranging from 18 to 30 years of age. They tried to come up with fresh ideas to make the work interesting but the managers had been reluctant to implement these changes.

Give FIVE reasons for organisations not applying change management when required.   (5)

[31]

QUESTION 5

If they worked at full capacity, each operator could process 1,500 to 1,800 items an hour, but the average is 500 to 700 an hour. Mondays and Fridays are days when up to one third of the force may be absent.

The **head of the proof department** is aware of the problem, knows the work is boring, and realises that a large majority of the workforce consists of minority group members who are young

5.1   Identify SIX possible consequences that head of the proof department could experience due to employees lack of motivation. (6 × 1)   (6)

5.2   The employees have been complaining about the boring work but it seems the unit head does not want to listen.

Explain the possible consequences of NOT listening and how this can affect the success of the business. (4 × 2)   (8)

5.3   Resistance to change is one of the change management risks in a business.

Describe how the proof department can overcome change management risk in this business. (5 × 2)   (10)

5.4   Give at least FOUR differences between programmed decisions and non-programmed decisions   (8)
                                                                                          [32]

TOTAL SECTION B: 120
GRAND TOTAL: 150