



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

**MANAGEMENT PRACTICE
NQF LEVEL 4**

(3021004)

**1 December 2020 (X-paper)
09:00–12:00**

This question paper consists of 7 pages.

159Q1N2001




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. Start each section on a new page.
 5. Use only black or blue pen.
 6. Write neatly and legibly.
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SECTION A**QUESTION 1**

- 1.1 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–M) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.1.1	Someone who has the charisma and ability to get followers	A job specification
1.1.2	A list of the knowledge, skills, education, and training that an employee needs to have to carry out their job	B vision 
		C motivation
		D notice period
1.1.3	The action where management chooses from various options to be taken to achieve business goals and objectives	E job analysis
		F mission
1.1.4	The amount of time that employees must give employers from the time they resign to their last working day	G organising
1.1.5	The action of collecting information about the content and activities that make up a job 	H leader
		I job enlargement
1.1.6	Something that comprises all attempts made by managers to get their subordinates to the point where they willingly strive to do their best	J decision making
		K planning
		L manipulation
1.1.7	A way in which jobs are designed to motivate employees	M deadline
1.1.8	Something that Management uses to identify people who play a key role in designing or implementing a process of change and to motivate the team to push through to the end	
1.1.9	Something that defines the fundamental purpose of the business, why the business exists, and what the business intends to do to achieve its goals	
1.1.10	Something that means dividing the workload into activities and allocating these activities to workers according to their abilities 	

(10 × 1) (10)

- 1.2 Give ONE term for each of the following descriptions by choosing a word/term from the list below Write only the word/term next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

power; autocratic style; control; chain of command; lower management;
 democratic style; planning; job description;
 Basic Conditions of Employment Act; middle management;
 strategic planning; job enrichment; Employment Equity Act,

- 1.2.1 The chain used to explain the reporting lines in a business
- 1.2.2 The management function that ensures that activities are performed and carried out according to a specific plan, which will lead to the attainment of the goals of the business
- 1.2.3 The Act that governs the payment of wages, including payslip requirements
- 1.2.4 The ability of an individual to influence the behaviour of others without necessarily using her/his authority to do so
- 1.2.5 The process that a business uses to define its future direction
- 1.2.6 The process of setting out performance expectations and goals for groups and individuals to channel their knowledge and work ethics towards achieving organisational objectives
- 1.2.7 A list of the general requirements for a job
- 1.2.8 A leadership style where workers are consulted on issues that affect them and where inputs on policy matters are sought
- 1.2.9 An employee is given additional responsibilities that were previously reserved for the manager or other higher-ranking positions
- 1.2.10 Level of Management that must implement organisational plans and ensure that the employees with whom she/he is in direct contact will carry out these plans

(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.



GRANDX RETAIL GROUP



Top Management of the GRANDX retail group company plans to stock up for the Christmas season. They start by setting the goal of achieving 100% customer satisfaction by delivering to all their stores on time and stocking extra products in their warehouse. They also decide to extend business hours from 08h00 until 22h00 every night to give their customers time to shop after work.

Management outlines how they will carry out all tasks to achieve their goals in the planning process, which includes how staff will carry out set goals and the way to implement action plans to reach their goal. 


To implement the action plan of extending business hours, Management ensures that the necessary resources are available. Management also plans how they will motivate and lead their employees during this period of long hours and hard work. They have a goal in mind as well as a plan to get their employees to co-operate in achieving this goal.


[Danie Nel. (2004). Business studies for higher learning. Edu Publishers. Bapsfontein. P103]

- 2.1 The GRANDX retail group has its own set of goals and objectives, which are all aimed at contributing to the growth of the company.
- 2.1.1  Identify the business objective(s) of the GRANDX retail group, as indicated in the case study above. (1)
- 2.1.2 Explain how the GRANDX retail group can measure the achievement of its business objective(s). (4 × 2) (8)
- 2.2 In order to achieve its objective(s), the GRANDX retail group's Management assesses their current employees to find out if they have suitable staff available for certain jobs. To establish this, the GRANDX managers put together a document listing all the skills and capabilities of each person currently employed by the company.
- 2.2.1 Name the document that lists all the skills and capabilities of each person currently employed by a company. (1)
- 2.2.2 Identify THREE details of an employee that need to be listed in the document mentioned in QUESTION 2.2.1.  (3 × 1) (3)
- 2.2.3 Explain how managers at the GRANDX retail group can establish which skills are required to achieve the company's objective(s). (3 × 2) (6)



- 2.3 It is the responsibility of the top management of the GRANDX retail group to plan and set out the goals and objectives of the company.
- 2.3.1 What positions would form part of the top management of the GRANDX retail group company? (2 × 1) (2)
- 2.3.2 Top management is responsible for organising all activities to be carried out within an organisation. 
- Explain the importance of *organising* as part of an organisation. (4 × 2) (8)
- 2.3.3 To achieve its objective(s), the GRANDX retail group's top managers should delegate some of the tasks to lower and/or middle management.
- Give TWO reasons why top management can delegate tasks to lower- or middle-level managers. (2 × 2) (4)
- 2.4 The GRANDX retail group decided to extend business hours from 08h00 to 22h00 every night in order to give their customers time to shop after work.
- 2.4.1 Name the *act* that regulates working hours in an organisation. (1)
- 2.4.2 Explain the FOUR regulations related to normal (ordinary) working hours.  (4 × 2) (8)
- 2.4.3 How much time are workers entitled to for lunchbreaks? (1 × 2) (2)
- 2.4.4 Explain how remuneration is calculated for employees who work overtime. (1 × 1) (1)
- [45]**

QUESTION 3

- 3.1 Top management of the GRANDX retail group set out a strategic planning process aimed at achieving the company's objective(s). Three actions were identified, and decisions were made to reach the goal(s).
- 3.1.1 Identify THREE activities that form part of a planning process to achieve objective(s). (3 × 1) (3)
- 3.1.2 Explain the SIX steps that the GRANDX retail group should follow in their decision-making process. (6 × 2) (12)
- 3.2 By involving the staff members in the decision-making process, the managers of the GRANDX retail group avoided potential staff resistance. 
- 3.2.1 Explain FOUR ways in which staff members can become involved in decision making so as to ensure that objectives are met. (4 × 2) (8)
- 3.2.2 Name FIVE issues the company's managers need to be aware of in order to prevent the implementation of the plan from failing. (5 × 1) (5)

- 3.2.3 Name and Explain TWO things the top managers should do to ensure a successful outcome. (2 × 2) (4)
- 3.2.4 Explain why it is important to conduct a SWOT analysis as part of the strategic planning process. (4 × 2) (8)
- 3.3 Changes in any company can be met with staff resistance. 
- State THREE ways in which *timing* can lead to resistance to change in an organisation. (3 × 1) (3)
- [43]**

QUESTION 4

- 4.1 Without the necessary control over changes, the GRANDX retail group could make more losses than profit, in which case planning would have been in vain and the company's may not be achieved. It could even lead to the collapse of the company.
- 4.1.1 Explain, using FOUR examples, why it is important for Management to have control over an organisation. (4 × 2) (8) 
- 4.1.2 Give FOUR reasons why an organisation is often hesitant to apply changes, even when changes are required. (4 × 2) (8)
- 4.1.3 Name THREE elements to consider during the process of change management. (3 × 1) (3)
- 4.2 To ensure customer satisfaction, the GRANDX retail group's Top Management must motivate and set out ways to recognise their staff members.
- 4.2.1 Explain THREE reasons why it is vital for the GRANDX retail group to motivate staff members. (3 × 2) (6)
- 4.2.2 Name and explain THREE consequences the company might face if they fail to motivate their staff. (2 × 2) (4)
- 4.2.3 List THREE factors that can positively contribute towards the motivation of employees.  (3 × 1) (3)
- 4.3 Name and explain FIVE categories of skills and expertise needed to implement a business strategy. (5 × 2) (10)
- [42]**

TOTAL SECTION B: 130
GRAND TOTAL: 150