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SUBJECT GUIDELINES

MANAGEMENT PRACTICE

NQF Level 3

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MANAGEMENT PRACTICE – LEVEL 3

CONTENTS

INTRODUCTION

1 DURATION AND TUITION TIME

2 SUBJECT LEVEL FOCUS

3 ASSESSMENT REQUIREMENTS

3.1 Internal assessment

3.2 External assessment

4 WEIGHTED VALUES OF TOPICS

5 CALCULATION OF FINAL MARK

6 PASS REQUIREMENTS

7 SUBJECT AND LEARNING OUTCOMES

7.1 Corporate culture

7.2 Impact of legislation on business operations

7.3 Strategic Planning

7.4 Maintain an existing information system in a business environment

8 RESOURCE NEEDS FOR THE TEACHING OF MANAGEMENT PRACTICE - LEVEL 3

8.1 Physical resources

8.2 Human resources

8.3 Other resources

8.4 Equipment

INTRODUCTION

A. What is Management Practice?

In Management Practice relevant micro and macro information of events, situations and people is gathered and analysed to solve work-related problems using basic planning principles to ensure ethical business practices and an understanding of quality orientation and delivery.

B. Why is Management Practice important in the Management programme?

Management Practice is the basis of communication in various forms, administration, management of resources, research, analytical thinking, the development of managerial attributes and the implementation of management functions and activities.

C. The link between Management Practice Learning Outcomes and the Critical and Developmental Outcomes

- Collect, analyse and organise information relating to manager functions.
- Collect, organise, analyse and critically evaluate the role and interests of stakeholders so that appropriate techniques are selected to obtain a positive response from stakeholders.
- Demonstrate an understanding of the world as a set of interrelated systems by recognising that factors influencing management practices do not exist in isolation and that wider economic, supplier and community issues affect operations.
- Demonstrate an understanding of the world as a set of interrelated systems by recognising that factors influencing management practices do not exist in isolation and that wider issues can influence the quality delivery of the business.
- Participate as responsible citizens in the life of local, national and global communities by ensuring that management practices are managed proactively and that all safety regulations, risk factors and legal issues are considered.
- Participate as responsible citizens in the life of local, national and global communities by ensuring that management practices are managed proactively in the context of economic, socio-political and community trends and developments and that safety regulations, risk factors and legal issues are considered.
- Organise and manage oneself and one's activities responsibly and effectively to ensure management practices are managed proactively.
- Organise and manage oneself and one's activities to deliver quality services to all stakeholders.
- Communicate effectively using visual, written and verbal communication modes to manage operations plans for a business.
- Communicate effectively when liaising with stakeholders so that a clear understanding is gained of the benefits available to stakeholders in exchange for their support.
- Work effectively with others as a team, group, organisation or community to manage the business.
- Work effectively with others as a member of a team, group or organisation to ensure that quality delivery is implemented.
- Identify and solve problems using critical and creative thinking processes to manage business activities.
- Identify and solve problems when interacting with stakeholders to maintain beneficial relationships between stakeholders and business practice.

D. Factors that contribute to achieving Management Practice Learning Outcomes

A student should have:

- a flair for planning, organising, controlling, delegation and decision-making;
- strong leadership qualities;
- good communication skills; and
- analytic ability.

1 DURATION AND TUITION TIME

This is a one year instructional programme comprising 200 teaching and learning hours. The subject may be offered on a part-time basis provided the candidate meets all the assessment requirements.

Course preparation should consider students with special education needs.

2 SUBJECT LEVEL FOCUS

Explain the role of management in an organisation

Range: Function includes but is not limited to Human Resources, Marketing, Finance, Public Relations, Production, and Administration.

Styles include but are not limited to autocratic, democratic, participative, laissez faire.

3 ASSESSMENT REQUIREMENTS

3.1 Internal assessment (50 percent)

3.1.1 Theoretical Component

The theoretical component will form 40 percent of internal assessment.

Internal assessment of the theoretical component of Management Practice Level 3 will take the form of observation, class questions, group work, (informal group competitions with rewards), individual discussions with students, class, topic and semester tests, internal examinations. Daily observation can be made when marking exercises of the previous day and class questions.

Assignments, case studies and tests can be done at the end of a topic. Tests and internal examinations must form part of the internal assessment.

3.1.2 Practical/Application Component

Practical components include applications and exercises. All practical components must be indicated in a Portfolio of Evidence (POE).

The practical component will form 60 percent of internal assessment.

Internal assessment of the practical component of Management Practice Level 3 will take the form of assignments, practical exercises, case studies, practical examination in a simulated business environment.

Students may complete practical exercises on a daily basis. Assignments and case studies can be done at the end of a topic. Practical examination can form part of internal practical assessment.

- **Some examples of practical assessments include, but are not limited to:**
  - Presentations (lectures, demonstrations, group discussions and activities, practical work, observation, role-play, independent activity, synthesis and evaluation)
  - Exhibitions by learners
  - Visits undertaken by learners based on a structured assignment task
  - Research
  - Task performance in a simulated/structured environment

- **Definition of the term "Structured Environment"**

"Structured environment" for the purposes of assessment refers to an actual or simulated workplace, or workshop environment. Activities in the actual or simulated workplace or environment must be documented in a logbook with a clear listing of the competencies to be assessed. The following information must be contained in the logbook:

- Nature of department or environment in which practical component was achieved
- Learning Outcomes
- Activities within the environment to achieve the outcomes
- Period spent on activities
- Signature of facilitator/supervisor and student

For the Logbook to be regarded as valid evidence it must be signed off by an officially assigned supervisor.

- **Evidence in practical/application assessments**

All evidence pertaining to evaluation of practical work must be reflected in the students' Portfolio of Evidence (PoE). The tools and instruments constructed and used for the purpose of conducting such assessments must be clear from evidence contained in the PoE.

3.1.3 Processing of internal assessment mark for the year

A year mark out of 100 is calculated by adding the marks of the theoretical component and the practical component of the internal continuous assessment.

3.1.4 Moderation of internal assessment mark

Internal assessment is subject to both internal and external moderation procedures as contained in the *National Examinations Policy for FET College Programmes*

3.2 External assessment (50 percent)

A national examination is conducted annually in October or November by means of a paper/s set, marked and moderated externally.

Details in respect of external assessment are contained in the *Assessment Guidelines:Management Practice* (Level 3).

4 WEIGHTED VALUES OF TOPICS

TOPICS	WEIGHTED VALUE
1. Corporate culture	20%
2. The impact of legislation on business operations	30%
3. Strategic planning	25%
4. Maintain an existing information system in a business environment	25%
TOTAL	**100**

5 CALCULATION OF FINAL MARK

Continuous assessment:	Student's mark/100 x 50 = a mark out of 50	(a)
Examination mark:	Student's mark/100 x 50 = a mark out of 50	(b)
Final mark:	**(a) + (b) = a mark out of 100**	

All marks are systematically processed and accurately recorded to be available as hard copy evidence for, amongst others, purposes of moderation and verification.

6 PASS REQUIREMENTS

The student must obtain at least fifty (50) percent in ICASS and fifty (50) percent in the examination.

7 SUBJECT AND LEARNING OUTCOMES

On completion of Management Practice Level 3 the student should have covered the following outcomes:
Topic 1: Corporate culture
Topic 2: The impact of legislation on business operations
Topic 3: Strategic planning
Topic 4: Maintain an existing information system in a business environment

7.1 Topic 1: Corporate culture

7.1.1 Subject Outcome 1: Maintain the image of the organisation

Learning Outcomes

- Identify and explain the organisational policies and related procedures that exist within own organisation
- Compare the dress code and operating practices between own and another organisation
- Discuss how organisational policies and procedures are applied according to set company standards, within a specific context

7.1.2 Subject Outcome 2: Demonstrate an understanding of, and apply company ethics

Learning Outcomes

- Define the terms ‘ethics’ and ‘code of conduct’
- Define the purpose of an organisational code of conduct
- Obtain and analyse own organisational code of conduct with a view to identifying the ethics that are evident therein
- Explain the principles of the code of conduct and ethics according to organisational procedures
- Explain the implications of the code of conduct and ethics for an organisation, within the parameters of the business and its practices
- Apply the principles of the code of conduct and ethics within a given context, using organisational standards

7.1.3 Subject Outcome 3: Co-operate with other service suppliers

Learning Outcomes

- Define the term ‘service supplier’
- Match current service suppliers within own organisation with services supplied
- Describe own organisational procedures used to identify and select service suppliers
- Differentiate between internal and external service supplier groups using organisational operating standards
- Explain the importance of external service suppliers with regard to their impact on the business
- Explain the importance of internal service suppliers with regard to their impact on the business
- Explain operating and co-operation criteria with service suppliers and explain within organisational requirements
- Analyse specific service providers in terms of their operating and co-operation criteria within organisational requirements

7.1.4 Subject Outcome 4: Interface and interact with clients

Learning Outcomes

- Explain company practices with regard to the greeting of clients
- Greet clients according to company practice
- Identify the established company standards used to communicate with clients
- Communicate with clients orally and in writing, according to company standards
- Describe organisational protocol with regard to the treatment of clients
- Differentiate between internal and external clients
- Identify internal and external clients within own organisation
- Explain own organisational policies and procedures with regard to the treatment of internal and external clients
- Treat internal and external clients as specified in organisational policies and procedures

7.1.5 Subject Outcome 5: Demonstrate an understanding of an organisational structure

Learning Outcomes

- Describe the term 'organisational structure'
- Identify and discuss the organisational policies and procedures that are used to determine the organisational structure
- Illustrate organisational structure of own organisation in the form of an organogram
- Explain each role within organogram and identify the persons within own organisation, responsible for each role
- Identify and explain the integration between roles and responsibilities throughout the organisation, in line with an organisational flow chart
- Identify and explain one's responsibilities and integration with other roles within organisational requirements

7.2 Topic 2: Impact of legislation on business operations

7.2.1 Subject Outcome 1: Identify the legislation that regulates employment issues

Learning Outcomes

- Identify the six main pieces of labour legislation that regulate employment issues
- Indicate who is covered by each of the six main pieces of labour legislation
- Provide an overview of the South African Constitution
- Analyse the six Acts and indicate how the four pieces of legislation interact and support the South African Constitution

7.2.2 Subject Outcome 2: Demonstrate understanding of the main aspects of the Labour Relations Act

Learning Outcomes

- Explain the concept of freedom of association with reference to employers and employees
- Explain organisational rights protected by the LRA with reference, where appropriate, to Trade Unions that are active in own economic sector
- Provide examples of unfair labour practice
- Explain the importance of handling internal conflict and grievances to prevent unfair labour practice disputes arising
- Give an indication of the consequences of unfair labour practice for the organization
- Identify the procedures to be followed within own organisation, to report grievances
- Explain the role of a workplace forum and indicate who should be represented in such a forum
- Identify, within own organisation, representatives of a workplace forum
- Explain the function of the Council for Conciliation, Mediation and Arbitration (CCMA) with reference to its role in dispute resolution
- Explain the steps to be taken to ensure that dismissals are substantively and procedurally correct and fair, with reference to the LRA and the Code of Good Practice on dismissal, and human resource policies of an organization
- Discuss the human resource policies within own organisation with regard to dismissals
- Document evidence that could support a recommendation for dismissal, in accordance with the human resources policies of own organization
- Describe the steps to be followed to ensure procedural fairness in cases of misconduct, with reference to the LRA and the disciplinary process of a specific organization
- Describe the procedures to be followed at a disciplinary hearing, with reference to the LRA and the policy of a specific organization

7.2.3 Subject Outcome 3: Explain the requirements of the LRA in respect of interviews

Learning Outcomes

- Identify documents that are required to ensure that interviews are conducted strictly in accordance with the LRA
- Indicate how each document helps to ensure fair labour practice
- Compose questions to be asked in an interview relating to work specific criteria for a specific position
- Indicate why it is necessary to prepare questions before an interview for work
- List the criteria that automatically indicate unfair discrimination
- Discuss how managers can inadvertently discriminate unfairly in an interview
- List practices specifically defined as unfair in the LRA
- Indicate why identified practices would be considered unfair labour practice
- List questions that are unacceptable in any interview with a prospective employee
- Discuss why such questions could be regarded as discriminatory
- Compose questions to be asked in an interview relating to work specific criteria for a specific position
- Discuss why it is necessary to prepare such questions before the interview

7.2.4 Subject Outcome 4: Demonstrate understanding of aspects of the Basic Conditions of Employment Act

Learning Outcomes

- Discuss how the requirements of the Basic Conditions of Employment Act are applied within own organization
- Explain the leave entitlement under the Act
- Discuss how leave is effected in own organisation

7.3 Topic 3: Strategic Planning

7.3.1 Subject Outcome 1: Define and discuss the concept of strategic planning in managing business performance

Learning Outcomes

- Define the concept of strategic planning
- Discuss the concept strategic planning, using examples
- List the benefits of strategic planning for performance monitoring using examples from a business venture
- Identify aspects of a good strategic plan, using examples
- Determine the relationship between the timing of a strategic plan and performance of a venture
- Evaluate the relationship between the timing of a strategic plan and performance of a venture using examples
- Discuss and explain the role of the various organisational strategies in business performance
- Determine the role of key elements – purpose, process, props, prototype – in the strategy/plan
- Identify alternative organisational structures
- Explain how key elements operate within each structure
- Explain the advantages and disadvantages of all organisational structures, using examples from a business venture
- Discuss the reasons for choosing particular organisational structures in terms of a particular business venture
- Provide examples of organisational structures for own context

7.4 Topic 4: Maintain an existing information system in a business environment

7.4.1 Subject Outcome 1: Store information using an existing storage system

Learning Outcomes

- Classify, sort and record paper based documentation according to established requirements
- Store information in the correct location and sequence
- Discuss the effect that misfiled documentation has on an organisation
- Store specific documents in a manner that ensures that they are undamaged, safe and accessible when required
- Discuss the method of classification and cross-referencing
- Classify and cross-reference information accurately
- Refer classification uncertainties to an appropriate authority
- Explain, in a familiar context, the problems that result from unconventional classification and cross-referencing
- Describe an organisation's procedures for archiving to ensure that information located is current and accurate
- Discuss the implications for productivity when an item cannot be located
- Source and gather filing documentation for a specific reason
- Create and label electronic file according to specific requirements
- File electronic documentation according to organisational requirements
- Complete filing within organisational time frames and standards
- Refer classification uncertainties to an appropriate authority
- Classify, sort and store all materials without damage in a safe and secure manner

7.4.2 Subject Outcome 2: Retrieve information from an existing storage system

Learning Outcomes

- Identify the steps to be taken, to locate, obtain, copy and despatch required information to the correct person or location
- Locate, obtain, copy and despatch required information promptly, to the correct person or location
- Identify possible reasons for the delay in the supply of information
- Communicate and explain the reasons for delay in communication, politely, in a given context
- Describe the procedure to record retrieved information
- Explain why it is necessary to record retrieved information
- Retrieve and record specific information correctly
- List the procedures used to identify and locate missing or overdue items
- Locate missing or overdue items, following correct procedures

7.4.3 Subject Outcome 3: Store valuable documentation and reference materials securely

Learning Outcomes

- Describe the process within own organisation for securing valuable items
- Discuss the process used to maintain the security of valuable items and identify the person or persons responsible
- Identify valuable items within own organisation with reasons as to why they are considered valuable
- Meticulously follow the process to secure valuable items within own organisation
- List the reasons for security procedures with regard to valuable items within an organisation
- Provide examples of the effects on an organisation when there is a breach of security
- Identify security risks within own area of authority
- Discuss the procedures to be followed to correct security risks within own area of authority
- Correct security risks within own area of authority
- Identify violations of security
- Report violations of security, following the familiar and established procedures

7.4.4 Subject Outcome 4: Establish a recordkeeping system to store records for new projects

Learning Outcomes

- Identify the records necessary for an identified project
- Set up a recordkeeping system to store the relevant records for the identified project
- Retrieve specific records as requested

7.4.5 Subject Outcome 5: Maintain and update a record keeping system

Learning Outcomes

- Update the records within a record keeping system, for a specific timeframe, in a given department

8 RESOURCE NEEDS FOR THE TEACHING OF MANAGEMENT PRACTICE - LEVEL 3

8.1 Physical resources

- **Simulated office environment**

to accommodate 20 students in the following divisions:

  - Reception,
  - Administration,
  - Finance,
  - Human Resources,
  - Sales and Marketing,
  - Procurement,
  - Board room,

The environment should be equipped with the following:

  - typist chairs,
  - office tables,
  - partitioning,
  - hanging folder cabinet,
  - 4 vertical filing cabinets;
  - air-conditioning (or at least sufficient ventilation),
  - switchboard,
  - fax,
  - photocopier,
  - telephones,
  - e-mail and internet access,
  - data projector,
  - flip chart stand,
  - overhead projector.
  - Display material and relevant equipment.(e.g. display stands)
  - Reception counter.

- **A computer training venue**

with the following software programmes: MS Word, MS Excel, MS PowerPoint; Internet Access and printers.

- **A theory-training venue**

with adequate ventilation and seating

8.2 Human resources

- Lecturers should be qualified with a three year post matric qualification and at least two years' teaching experience.
- Lecturers should have computer skills at least one level above that of delivery.
- Industry experience or shadowing in industry would be an advantage.

8.3 Other resources

Consumables*:* diskettes, stationery, lever arch files, daily newspaper, learning materials/resources.

8.4 Equipment

The computer training venue should be equipped with

- software programmes (e.g. MS Word, MS Excel, MS PowerPoint);
- Internet access and
- printers;
- computers and
- two printers for the simulated enterprise;
- in-out trays (8 sets of 3 layers);
- commercial stapler,
- commercial punch