**LEARNER SUMMATIVE ASSESSMENT TOOL: KNOWLEDGE MODULE 11:**

**KNOWLEDGE COMPONENT: LEARNER SUMMATIVE ASSESSMENT TOOL: KNOWLEDGE MODULE 11: OPERATIONS MANAGEMENT**

**Occupational Certificate: Sugar Processing Controller**

**LEARNER SUMMATIVE ASSESSMENT TOOL**

**KNOWLEDGE MODULE 11: OPERATIONS MANAGEMENT**

**OPERATIONS MANAGEMENT**

****

**OCCUPATIONAL CERTIFICATE: ID 97590: SUGAR PROCESSING CONTROLLER**

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**TABLE OF CONTENTS**

[1. STAKEHOLDER INFORMATION 6](#_Toc8755026)

[2. COMPETENCY SUMMARY OF ASSESSMENT 8](#_Toc8755027)

[3. ASSESSMENT ALIGNMENT MATRIX (INTERGRATED OUTCOMES) 9](#_Toc8755028)

[4. ASSESSMENT DECISION & EVIDENCE EVALUATION RECORD 11](#_Toc8755029)

[5. OVERALL ASSESSMENT DECISION 12](#_Toc8755030)

[6. Evidence of feedback 13](#_Toc8755031)

[7. OVERALL RESULTS 14](#_Toc8755032)

[8. ASSESSMENT REVIEW 15](#_Toc8755033)

[9. FINAL DECISION 17](#_Toc8755034)

[10. LEARNER FEEDBACK FORM 18](#_Toc8755035)

[11. SUMMATIVE ASSESSMENT INSTRUCTIONS 19](#_Toc8755036)

[12. WRITTEN ASSESSMENT 20](#_Toc8755037)

[13. FINAL MARKS 28](#_Toc8755038)

1. STAKEHOLDER INFORMATION

|  |  |
| --- | --- |
| **LEARNER INFORMATION** | |
| **Name** |  |
| **Surname** |  |
| **ID number** |  |
| **Mobile phone contact number** |  |
| **E-mail address** |  |
| **Physical address** |  |
| **Postal address** |  |
| **Employer Name** |  |
| **Employer Contact Details** |  |

|  |  |
| --- | --- |
| **ASSESSOR DETAILS** | |
| **Name** |  |
| **Surname** |  |
| **Assessor ID** |  |
| **Project Name** | Occupational Certificate ID 97590:Sugar Processing Controller |
| **Module No.** | **Module 11: Operations Management** |
| **Date of Assessment** |  |
| **Portfolio submission Date** |  |
| **Assessor Signature** |  |
| **Total Marks for Knowledge Module 9** | 102 marks |
| **Marks attained** |  |
| **Place:** |  |

|  |  |
| --- | --- |
| **MODERATOR DETAILS** | |
| **Moderator Name** |  |
| **Moderator ID** |  |
| **Moderator Signature** |  |
| **Date of Moderation** |  |

1. COMPETENCY SUMMARY OF ASSESSMENT

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| **Module 9** | **KM-11-KT01: General operational management concepts** | **C** | **NYC** |
| **1** | 1.1. Operational management can be explained in terms of the role and function of the Operational Manager in a production environment |  |  |
| **2** | **KM-11-KT02: Employment relations management** | **C** | **NYC** |
|  | 2.1 The concept of fairness as applied in industrial relations can be explained |  |  |
|  | 2.2. An understanding of the use of procedures and codes to manage industrial relations can be demonstrated |  |  |
|  | 2.3. Principles of conflict resolution can be explained |  |  |
| **3** | **KM-11-KT03: Financial management concepts** | **C** | **NYC** |
|  | 3.1. An understanding of production costs under the control of the operational manager can be demonstrated |  |  |
|  | 3.2. The budgeting process and the use of budgets for cost control purposes can be defined and explained |  |  |
| **4.** | **KM-11-KT04: Personnel management concepts** | **C** | **NYC** |
|  | 4.1. An understanding of personnel management concepts under the control of the operational manager can be demonstrated |  |  |

1. ASSESSMENT ALIGNMENT MATRIX (INTERGRATED OUTCOMES)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Module No: 11** | **How it is assessed (Assessment methodology)** | **Where is it covered (learning material)** | **Where it is assessed** | | **First Submission** | | |
|  | **Summative** | **Formative** |
| **SAQA ID Number:** 97590 | Two methods of assessment are followed which are:  1. Summative assessment: written tests, knowledge questions using fundamental and reflexive questions.  2. Formative assessment: assignments, tasks, portfolio of evidence submitted and presentations. |  |  |  | **Clearly meets all the criteria** | **Meets some but not all criteria** | **Clearly does not meet any of the criteria** |
| **Title: Operations Management** |  |  |  |  |  |  |
| **NQF level and credits:**  NQF Level 5: 12 Credits |  |  |  |  |  |  |
| **Topic: 1** General operational management concepts |  | Question 11.1-11.4&11.8 page 20-21 | Learning Activity 1.1-1.2 page 11-15 |  |  |  |
| **Assessment criteria**: Operational management can be explained in terms of the role and function of the Operational Manager in a production environment |  | Question 11.20&11.21 page 26-27 |  |  |  |  |
| **Topic 2. Employment relations management** |  |  | Question 11.13 page 2 | Learning Activity 2.1-2.4 page17-26 |  |  |  |
| **Assessment criteria:** **The concept of fairness as applied in industrial relations can be explained** |  | Question 11.14-11.17 page 24-26 |  |  |  |  |
| **Assessment criteria:** **An understanding of the use of procedures and codes to manage industrial relations can be demonstrated** |  |  |  |  |  |  |  |
| **Assessment criteria** **Principles of conflict resolution can be explained** |  |  |  |  |  |  |  |
| **Topic 3. Financial management concepts** |  |  | Question 11.5-11.6 page 21-22 | Learning Activity 3.1page 28-30 |  |  |  |
| **Assessment criteria: An understanding of production costs under the control of the operational manager can be demonstrated** |  | Question 11.11 page 23 |  |  |  |  |
|  | Question 11.10 page 23 |
| **Assessment criteria:** **The budgeting process and the use of budgets for cost control purposes can be defined and explained** |  |  |  |  |  |  |  |
| **Topic 4. Personnel management concepts** |  |  | Question 11.7 page 22 | Learning Activity 4.1-4.4 page 31-41 |  |  |  |
| **Assessment criteria: An understanding of personnel management concepts under the control of the operational manager can be demonstrated** |  |  | Question 11.18-11.19 page 26 |  |  |  |  |

1. ASSESSMENT DECISION & EVIDENCE EVALUATION RECORD

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Candidate's Name: - | | | | |
| Assessor's Name: - | | | | |
| **Practical assessment**  I declare that this assessment is my own demonstration.  Marks: The learner is either “Met requirements” or “did not meet requirements”. If the learner did not meet requirements in an area, then he or she must be reassessed.  **Learner achieved: Met requirements /Did not meet requirements** | | | | |
| **KNOWLEDGE MODULE 11:OPERATIONS MANAGEMENT** | | | | |
| **Overall outcome:** | | | | |
| **Specific Outcome** | | **Met requirements** | **Did not meet requirements** | **Comments** |
| 1 |  |  |  |  |
| **Specific Outcome** | | **Met requirements** | **Did not meet requirements** | **Comments** |
| 2 |  |  |  |  |
|  | **Specific outcome** | **Met requirements** | **Did not meet requirements** | **Comments** |
| 3 |  |  |  |  |
|  | **Specific outcome** | **Met requirements** | **Did not meet requirements** | **Comments** |
| 4 |  |  |  |  |

1. OVERALL ASSESSMENT DECISION

|  |
| --- |
|  |
| **Assessors Comments:** |
| Signature of Assessor: |
| Date: |

1. Evidence of feedback

|  |  |  |
| --- | --- | --- |
| **Module No : 12**  **Level :5**  **Assessor :**……………………………………………………………………………  **Candidate :**…………………………………………………………………………..  **Date of final assessment:**……………………………………………………………. | | |
| **Evidence criteria** | **Achieved** | **Not** |
| 1. Constructive |  |  |
| 2. Timeous (according to Plan) |  |  |
| 3. Correct mode / medium |  |  |
| 4. Participative |  |  |
| 5. Developmental |  |  |
| 6. Accurate |  |  |
| 7. Specific |  |  |
| 8. Documented |  |  |
| 9. Directed to correct parties |  |  |
| **Signing off date:** …………………………………………….  ..........……………. ………………………………….  **Assessor Candidate** | | |

1. OVERALL RESULTS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OVERALL RESULT** | **Competent** | |  | |
| **Not Yet Competent** | |  | |
| Declaration by Candidate | | | | |
| I, …………………………………………………………………….declare that I am satisfied that the feedback given to me by the Assessor was relevant, sufficient and done in a constructive manner. I accept the assessment decisions and do realise that have no further questions relating to this particular assessment process. I do realise that after this assessment decision, the moderator will either uphold or reverse this assessment decision taken by the assessor. | | | | |
| **Candidate : \_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_** | | **Assessor : \_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_** | | **Moderator : \_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_** |

1. ASSESSMENT REVIEW

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Assessor’s Name** | |  | | | | | | | **ID Number** | | | | |  | | |
| **Contact Details of Assessor** | | **Email** | |  | | | | | | | | | | | | |
| **Phone** | |  | | | | | | | | | | | | |
| **Fax** | |  | | | | | | | | | | | | |
| **PART 1** | | | | | | | | | | | | | | | | |
|  | **Review Criteria** | | **Valid** | | **Authentic** | **Current** | | **Consistent** | | | **Reliable** | | **Sufficient** | | | **Comments** |
| ***Please conduct an honest review of the Assessment Instruments used in this assessment:*** | | | | | | | | | | | | | | | | |
| 1 | Evidence Topic 1 | |  | |  |  | |  | | |  | |  | | |  |
|  | Knowledge Assignment | |  | |  |  | |  | | |  | |  | | |  |
| Practical Assignment | |
| Natural Occurring Evidence | |
| Reflection | |
| 2 | Evidence Topic 2 | |  | |  |  | |  | | |  | |  | | |  |
|  | Knowledge Assignment | |  | |  |  | |  | | |  | |  | | |  |
| Practical Assignment | |
| Natural Occurring Evidence | |
| Reflection | |
| 3 | Evidence Topic 3 | |  | |  |  | |  | | |  | |  | | |  |
|  | Knowledge Assignment | |  | |  |  | |  | | |  | |  | | |  |
| Practical Assignment | |
| Natural Occurring Evidence | |
| Reflection | |
| 4 | Evidence Topic 4 | |  | |  |  | |  | | |  | |  | | |  |
|  | Knowledge Assignment | |  | |  |  | |  | | |  | |  | | |  |
|  | Practical Assignment | |
|  | Natural Occurring Evidence | |
|  | Reflection | |
| **PART 2** | | | | | | | | | | | | | | | | |
| **No** | **Review Criteria** | | | | | | | | | **Yes** | | **No** | | | **Remarks** | |
| 1 | Do you feel the candidate was appropriately selected and prepared for the RPL assessment? | | | | | | | | |  | |  | | |  | |
| 2 | Did the candidate interpret the evidence requirements appropriately? | | | | | | | | |  | |  | | |  | |
| 3 | Was the assessment free of potential assessment barriers such as language, literacy, access to resources? | | | | | | | | |  | |  | | |  | |
| 4 | Was the assessment evidence presented by the candidate valid, authentic, current and sufficient? | | | | | | | | |  | |  | | |  | |
| 5 | Was the candidate’s workplace access to evidence sufficiently supportive of the assessment strategy? | | | | | | | | |  | |  | | |  | |
| 6 | Do you feel you could make a fair, valid and reliable assessment decision? | | | | | | | | |  | |  | | |  | |
| **Recommendations** | | | | | | | | | | | | | | | | |
| ***(Feedback on Validity, authenticity, currency and sufficiency of candidate evidence.)*** | | | | | | | | | | | | | | | | |
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| **Assessor Signature** | | | | | | | **Date Review Completed** | | | | | | | | | |

1. FINAL DECISION

|  |
| --- |
| **I………………………………………………………. hereby declare Ms/Mr**  **………………………………………… Competent Not Yet Competent** |
| **FEEDBACK TO LEARNER:**  **……………………..………………………..………………………..……………………**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **SIGN: …………………………………… DATE: ……………………..........................** |
| **LEARNER FEEDBACK:**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **SIGN: ……………………………………… DATE: …………………….......................** |
| **MODERATOR FEEDBACK:**  **………………………..………………………..………………………..……………………**  **………………………..………………………..………………………..……………………**  **……………………..………………………..………………………..………………………**  **……………………..………………………..………………………..………………………**  **SIGN: …………………………………… DATE: ……………………........................** |

1. LEARNER FEEDBACK FORM

|  |  |  |  |
| --- | --- | --- | --- |
| **CRITERIA** | **EVIDENCE** | **CRITERIA** | **EVIDENCE** |
| How did your assessor encourage you and put you at ease during the assessment process? |  | Were you given clear and constructive feedback? |  |
| Were your assessor’s questions clear and pitched at the right level of language usage? |  | Did your assessor assess all the evidence provided by you? |  |
| Do you believe that all the assessment criteria and knowledge requirements of the standard you were being measured against were considered in your assessment? |  | Were you aware of any discrimination practice carried out by your assessor towards you? |  |

**LEARNER SIGNATURE:………………………………………………**

**DATE:.…………………………..**

1. SUMMATIVE ASSESSMENT INSTRUCTIONS

**Instructions**

* Work individually and answer all questions.
* Use a black pen and ensure that you complete the questions in your own handwriting.
* Time to spend on this assessment is **1.5 hours.**
* The marks you will attain for each question are shown in brackets.

1. WRITTEN ASSESSMENT

**Candidate instruction:** Complete the following multiple-choice questionnaire by marking the most appropriate response with an x in the space provided.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Scope of Assessment** | | **Exit Level Outcome/s** | | **Module/s** | |
|  | | 1. :**Operations Management** | | **11** | |
| **Alignment – Learning Outcome 1,2,3&4: General, Employment, Financial and Personnel Management**  **Award one mark for selection of valid “x”. One mark = Competent** | | | | | |
| **11.1** | **What is the role of the operational manager?** | | | | **Mark Allocation** | |
| **a** | 🞎 | | Provides the mode of operation to accomplish the objectives. | |  | |
| **b.** | 🞎 | | Changing plans according to results of control task | |  | |
| **c.** | 🞎 | | Determining and defining the objectives | |  | |
| **d.** | 🞎 | | Responsible for the technical management, supervision and control of industrial production processes | |  | |
| **e.** | 🞎 | | Specifying policy and procedures | | 4 | |

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| --- | --- | --- | --- | --- |
| **11.2** | **Definition of Leadership is:** | | **Mark Allocation** | |
| **a.** | 🞎 | A scientific process which could be defined as the determination of those future activities required to achieve the objectives. | |  | |
| **b.** | 🞎 | The relationship between people, work and resources used to achieve the common objectives (goals) | |  | |
| **c.** | 🞎 | The process of selecting a particular strategy or course of action from among alternative courses of action with the objective of obtaining the greatest satisfaction of the goals. | |  | |
| **d.** | 🞎 | It is a process of ensuring that manufacturing processes run reliably and efficiently. | |  | |
| **e.** | 🞎 | The process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task | | 4 | |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.3** | **What is Scheduling?** | | **Mark Allocation** |
| **a.** | 🞎 | the relationship between people, work and resources used to achieve the common objectives (goals) |  |
| **b.** | 🞎 | the process of arranging, controlling and optimizing work and workloads in a production process |  |
| **c.** | 🞎 | Anticipating future problems and developing plans for unforeseen circumstances |  |
| **d.** | 🞎 | Forecasting uncertainties |  |
| **e.** | 🞎 | process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task | 4 |

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| --- | --- | --- | --- |
| **11.4** | **What does seeing the big picture mean?** | | **Mark Allocation** |
| **a.** | 🞎 | A desire to solve complex problems and discover patterns in events is particularly prevalent. |  |
| **b.** | 🞎 | To arrange, control and optimize work |  |
| **c.** | 🞎 | The ability of a successful manager to rise above a particular situation and see it in its broader context, and then to descend to attend to the detail |  |
| **d.** | 🞎 | To believe in what you are doing. |  |
| **e.** | 🞎 | The capacity to perceive the need for action and then to do something about it | 4 |

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| --- | --- | --- | --- |
| **11.5** | **What are variable costs?** | | **Mark Allocation** |
| **a.** | 🞎 | Are those costs that are constant and have to be paid regularly, although their value may change over time, for example, rent, electricity, salaries, etc. |  |
| **b.** | 🞎 | Are costs which cannot be directly linked to the production of the crop that the farm sells |  |
| **c.** | 🞎 | Are those that change depending on the time of year and what is happening on the farm, for example, fertiliser, raw materials, diesel, agrochemicals, etc. |  |
| **d.** | 🞎 | Consist of all non-directly allocatable variable costs |  |
| **e.** | 🞎 | Are costs directly related to the production of the product that generates the income | 4 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.6** | **What is budgeting?** | | **Mark Allocation** |
| **a.** | 🞎 | An amount which is in the bank at the end of the year |  |
| **b.** | 🞎 | Acquiring the personnel and other resources necessary to get the tasks don |  |
| **c.** | 🞎 | Is an essential financial management tool which involves planning and controlling of finances for a specific period |  |
| **d.** | 🞎 | A process of implementing a decision |  |
| **e.** | 🞎 | Is the assignment of authority and responsibility to another person | 4 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.7** | **What is a contract?** | | **Mark Allocation** |
| **a.** | 🞎 | A natural person (an individual) or a group of individuals such as a partnership, a company or a close corporation that has full contractual capacity |  |
| **b.** | 🞎 | A document used to determine the future of cash flow for a specific business. |  |
| **c.** | 🞎 | A legal document, a binding agreement between two or more legal persons that is enforceable by law |  |
| **d.** | 🞎 | A document which you present to potential sponsors or clients to receive funding or get your project approved. |  |
| **e.** | 🞎 | A document used to make an offer for the supply of goods or services | 4 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.8** | **Why is control necessary, choose two correct answers** | | **Mark Allocation** |
| **a.** | 🞎 | In order to implement the plan that has been developed |  |
| **b.** | 🞎 | Although everything may be going according to plan, the dynamic nature of the environment could result in a plan becoming outdated |  |
| **c.** | 🞎 | To Identify and define problems and opportunities |  |
| **d.** | 🞎 | Help choose the best alternative |  |
| **e.** | 🞎 | Planning is often hampered by an uncertain environment and incomplete knowledge. Some of the assumptions made could easily be incorrect; therefore adjustments and modifications are often necessary. | 8 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.9** | **What is delegation** | | **Mark Allocation** |
| **a.** | 🞎 | To Identify and define problems and opportunities |  |
| **b.** | 🞎 | To accept responsibility for the decision and its consequences |  |
| **c.** | 🞎 | Is the assignment of authority and responsibility to another person (normally from a manager to a subordinate) to carry out specific activities. |  |
| **d.** | 🞎 | To identify and define problems and opportunities |  |
| **e.** | 🞎 | A process of implementing a decision | 4 |

|  |  |  |  |
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| **11.10** | **Choose two correct answers, the main steps in company budgetary control are:** | | **Mark Allocation** |
| **a.** | 🞎 | Definition of objectives |  |
| **b.** | 🞎 | Correcting deviations from standards and plans. |  |
| **c.** | 🞎 | Keeping the relevant records |  |
| **d.** | 🞎 | Assessing labour and material requirements, and availability. |  |
| **e.** | 🞎 | Budget approval | 8 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.11** | **Define waste** | | **Mark Allocation** |
| **a.** | 🞎 | Correction of defective material or errors |  |
| **b.** | 🞎 | is a transaction in which the contract states the sale of property |  |
| **c.** | 🞎 | Handling and investigation of rejected or recalled products, including transport costs |  |
| **d.** | 🞎 |  |  |
| **e.** | 🞎 | Poor work performance, errors, poor organization and poor communication in the plant. | 4 |

**TRUE OR FALSE QUESTIONS:**

**Award one mark for each selection of valid “T/F”.**

|  |  |  |  |
| --- | --- | --- | --- |
| **11.12** | **True or False the following are the characteristics of being a leader** | | **Mark Allocation** |
| **a.** | 🞎 | Intelligence |  |
| **b.** | 🞎 | Initiative |  |
| **c.** | 🞎 | Self-assurance |  |
| **d.** | 🞎 | Seeing the big picture |  |
| **e.** | 🞎 | determination | 5 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.13** | **The following are laws and regulations which relates to human resource management.** | | **Mark Allocation** |
| **a.** | 🞎 | The Adult Basic Education and Training Act |  |
| **b.** | 🞎 | Demotion, dismissal or summary dismissal |  |
| **c.** | 🞎 | The Agricultural Labour Act, 1993 (Act No. 147 of 1993 |  |
| **d.** | 🞎 | Employment Equity Act, 1998 (Act No. 55 of 1998) |  |
| **e.** | 🞎 | Skills Development Act, 1998 (Act No. 97 of 1998): | 5 |

|  |  |  |  |
| --- | --- | --- | --- |
| **11.14** | **True or False results of bad communication are:** | | **Mark Allocation** |
| **a.** | 🞎 | Conflict |  |
| **b.** | 🞎 | Demotivation |  |
| **c.** | 🞎 | Poor working relationship |  |
| **d.** | 🞎 | Motivation |  |
| **e.** | 🞎 | High production | 5 |

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| **11.15** | **True or False the following are procedures to follow when employer is dissatisfied** | | | **Mark Allocation** |
| **a.** | 🞎 | Fire an employee immediately |  | |
| **b.** | 🞎 | Written warning |  | |
| **c.** | 🞎 | Issue an employee with a penalty |  | |
| **d.** | 🞎 | Final written warning |  | |
| **e.** | 🞎 | Demotion, dismissal or summary dismissal | 5 | |

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| **11.16** | **True or False benefits of on the job training for both employer and employee are:** | | **Mark Allocation** | |
| **a.** | 🞎 | Improved performance | |  | |
| **b.** | 🞎 | To give full details of what is expected of you as an employee | |  | |
| **c.** | 🞎 | Update employee’s skills | |  | |
| **d.** | 🞎 | To enable equality at the workplace | |  | |
| **e.** | 🞎 | Satisfy personal growth needs | | 5 | |

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| **11.17** | **True or False causes of strikes are:** | | **Mark Allocation** | |
| **a.** | 🞎 | Unfair treatment | |  | |
| **b.** | 🞎 | High wages | |  | |
| **c.** | 🞎 | Unfair payments | |  | |
| **d.** | 🞎 | Poor working conditions | |  | |
| **e.** | 🞎 | Good communication | | 5 | |

|  |  |  |  |  |
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| **11.18** | **True of False the following are different types of contract.** | | **Mark Allocation** | |
| **a.** | 🞎 | Employment contracts | |  | |
| **b.** | 🞎 | Contract to purchase | |  | |
| **c.** | 🞎 | Marketing contracts | |  | |
| **d.** | 🞎 | A proposal document | |  | |
| **e.** | 🞎 | Credit agreements | | 5 | |

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| **11.19** | **True or False the purpose of a contract is?** | | **Mark Allocation** | |
| **a.** | 🞎 | To balance the risks | |  | |
| **b.** | 🞎 | To get more power over someone | |  | |
| **c.** | 🞎 | Provide certainty | |  | |
| **d.** | 🞎 | To get funding | |  | |
| **e.** | 🞎 | To avoid disputes | | 5 | |

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| **11.20** | **True of False the functions of leaders are?** | | **Mark Allocation** | |
| **a.** | 🞎 | Provide for the well-being of the led | |  | |
| **b.** | 🞎 | Do employee payments | |  | |
| **c.** | 🞎 | Provide a social organization in which people feel relatively secure | |  | |
| **d.** | 🞎 | Hiring of new staff | |  | |
| **e.** | 🞎 | Provide a set of beliefs. | | 5 | |

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| **11.21** | **The decision making process consist of the following steps.** | | **Mark Allocation** | |
| **a.** | 🞎 | Identify and define problems or opportunities | |  | |
| **b.** | 🞎 | Gather and analyse relevant information, opinions and facts | |  | |
| **c.** | 🞎 | Identify and analyse alternative actions and solutions | |  | |
| **d.** | 🞎 | Make the decision – choose the best option | |  | |
| **e.** | 🞎 | Accept responsibility for the decision and its consequences | | 5 | |

1. FINAL MARKS

**TOTAL MARKS: 102**

**PASS MARK: 82**

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| **LEARNER MARKS** |  |
| **PERCENTAGE** |  |
| **ASSESSOR SIGNATURE:** | |