



EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

EXAMPLER 1_WRITTEN ASSESSMENT

MEMORANDUM

CANDIDATE INFORMATION

SURNAME													
NAMES													
ID NUMBER													
EISA REGISTRATION NUMBER													
ASSESSMENT CENTRE													
ASSESSMENT CENTRE ACCREDITATION NUMBER													

QUALIFICATION INFORMATION

QUALIFICATION TITLE	Occupational Certificate: Office Supervisor
SAQA ID	118740
NQF LEVEL	5
CREDITS	240
DURATION	3 hours
TOTAL MARKS	140
PASS MARK	60%
DATE OF EISA	

GENERAL EISA RULES

1. Candidates are **only** allowed to use the supplied EISA booklets.
2. Candidates are **only** allowed to use a black pen for their answers.
3. Candidates to ensure that their name, surname and EISA registration number appear on the front of your EISA booklet.
4. This is a **closed-book** examination.
5. All EISA booklets must be handed back to the invigilator intact. No pages may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Candidates may make use of a calculator in this EISA.
7. Unless this is an online examination where access to a computer will be made available to you, the use of any communication devices, including smart watches, cell phones, tablets, iPads, headphones and laptops is prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of questions related to the EISA.
10. Candidates are prohibited from conversing in any manner with other candidates.
11. Candidates may not leave the examination venue within one hour of the start of the examination and in the last 10 minutes of the allotted examination period.
12. Candidates who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment centre by the invigilator.

I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND
DECLARE THAT I UNDERSTAND AND ACCEPT THE RULES.

SIGNATURE OF STUDENT

INSTRUCTIONS TO CANDIDATES

1. Candidates must complete all questions in this EISA.
2. Candidates must ensure that they use only a black pen when completing this EISA.
3. Should you require additional space to complete your answer, please request additional paper from your invigilator. Ensure that you indicate your name, surname, and EISA registration number at the top of the additional paper. Also, ensure that the question number is marked on your additional paper.

QUESTION 1

Question 1.1 (5 marks)

As the Office Supervisor, explain how you would support and coordinate the recruitment and selection activities described in the scenario. Include the key activities you would plan and coordinate to ensure that the process is accurate and confidential. (5)

ANSWER

1. Check applications against the approved job requirements and record the information accurately. (1)
2. Assist with shortlisting using the approved selection criteria consistently. (1)
3. Coordinate interviews by arranging dates, times, interview panel and notifying candidates. (1)
4. Maintain accurate records such as shortlisting forms, interview scores and selection documentation. (1)
5. Protect confidentiality by restricting access to applications and selection information to authorised persons. (1)

Mark allocation: 5 marks

Question 1.2.1 (2 marks) Identify and explain two ways in which the panel member's conduct is inconsistent with the organisation's expected standards of professional conduct.

ANSWER

Award 1 mark for each relevant conduct-related point that is correctly identified and explained.

Examples of acceptable responses include:

- The panel member's involvement in changing or supporting a change to the selection recommendation is inappropriate.
- The panel member's suggestion that the matter should remain within the panel is inappropriate.
- The conduct may affect the fairness, accuracy or integrity of the recruitment process.
- The conduct does not reflect the expected standards of professional behaviour.

These are examples only. Accept any other relevant response where the learner correctly identifies conduct from the scenario and explains how it is inconsistent with expected workplace standards.

Question 1.2.2 (3 marks) Explain how you would support the Office Manager to address the unacceptable conduct, communicate the expected standards and promote professional behavior. Give reasons for your proposed approach.

Answer

Award 1 mark for each relevant action that demonstrates appropriate support to the Office Manager and promotes professional behaviour.

Examples of acceptable responses include:

1. Report or communicate the concern to the Office Manager or appropriate person. 1
2. Ensure the matter is dealt with through the appropriate organisational process. 1
3. Reinforce the expected standards of professional conduct. 1
4. Escalate the concern where appropriate. 1
5. Maintain confidentiality while the matter is being addressed. 1
6. Remind employees of their responsibilities when involved in recruitment activities. 1
7. Take steps to prevent similar conduct from occurring again. 1

Marking Guide

These are examples only. Accept any other relevant response that is appropriate to the scenario and demonstrates how the Supervisor can support the Office Manager and promote professional behaviour.

Do not require the learner to use the wording provided in the memorandum. Award marks for the meaning and relevance of the response.

Question 1.2.3 [5 marks maximum]

The Office Manager is considering whether the conduct described in the scenario should be dealt with under the organisation's Disciplinary Procedure.

As the Office Supervisor, describe the action you would take to support the fair and confidential handling of the matter. Explain why your approach is appropriate.

Model Answer

Award **1 mark for each relevant response**, up to a maximum of **5 marks**.

Acceptable response	Marks
1. Accurately records the concern and relevant information.	1
2. Reports or escalates the matter to the Office Manager or another authorised person.	1
3. Follows the organisation's Disciplinary Procedure.	1
4. Maintains confidentiality and limits information to authorised persons.	1
5. Supports a fair process by ensuring that the employee has an opportunity to respond / that the matter is considered fairly.	1

Marking Guide

Accept other relevant responses that demonstrate the application of disciplinary procedures to support the fair and confidential handling of the matter.

Do not require the learner to use the wording provided above. Award the mark where the learner demonstrates the required meaning in their own words.

SUB- TOTAL: 15 MARKS

QUESTION 2

QUESTION 2.1.1 (2 marks)

Identify **TWO factors** that the Office Supervisor should consider when allocating resources between the Administration, Finance and Records Units.

MEMORANDUM / MARKING GUIDE

Expected answers: Any TWO relevant factors. Award 1 mark for each, maximum 2 marks.

- Current workload of each unit. (1)
- Operational priorities or deadlines of each unit. (1)
- Number of staff members requiring resources. (1)
- Changes in the volume of work or service requests. (1)
- Availability of existing resources. (1)
- The potential effect of resource allocation on service delivery. (1)

Note: The examples above are not exhaustive. Accept any other relevant factor that demonstrates knowledge of an appropriate resource-allocation principle in the context of the scenario.

Maximum: 2 marks.

QUESTION 2.1.2 (5 marks)

Using the information provided in the scenario, complete the resource allocation table below.
For each unit:

- record its current computer allocation;
- propose a revised computer allocation; and
- give a reason for your proposed allocation based on the unit's current operational needs.

Ensure that your proposed allocation uses only the 10 computers available.

Unit	Current allocation	Proposed allocation	Reason
Administration			
Finance			
Records			

Expected Answer:

Unit	Current allocation	Proposed allocation	Reason
Administration	5	4	Workload has decreased because several routine requests are now processed electronically.
Finance	2	2	Workload remains stable, so the current allocation remains appropriate.
Records	3	4	Workload has increased significantly and the unit has developed a backlog, requiring additional computer capacity.
Total	10	10	

Note: Other reasonable allocations may be accepted where the learner's allocation is supported by the information in the scenario and the learner provides an appropriate justification.

MARKING GUIDE

Maximum: 5 marks

Award marks for the learner's application of resource allocation principles:

Criterion	Marks
Proposes an appropriate allocation for Administration in response to its reduced workload.	1
Proposes an appropriate allocation for Finance in response to its stable workload.	1
Proposes an increased allocation for Records in response to its increased workload and backlog, or otherwise provides a reasonable allocation that addresses its operational needs.	1
Provides relevant reasons that link the proposed allocations to the current operational needs of the units.	1
Ensures that the proposed allocation does not exceed the 10 computers available .	1
Total	5

QUESTION 2.1.3 (3 marks maximum)

The Office Manager is considering whether the resource allocation you proposed should be implemented. Analyse your proposed allocation and explain whether it is likely to improve the situation in the Records Unit. Give TWO reasons for your decision and conclude your response.

Expected Answer

The allocation may improve the situation, but additional computers alone may not solve the problem because Sipho's performance is below the agreed standard. Further investigation or performance support may also be required.

Marking Guide

Expected response	Marks
Records requires additional resources because of increased workload.	1
Additional computers could increase capacity.	1
This may help reduce the backlog.	1
Sipho's performance is below the agreed standard.	1

Performance support/monitoring may therefore also be required. 1

Conclusion appropriately considers both resource and performance factors. 1

TOTAL 6

Marker guidance:

Award Maximum 3 marks. Accept equivalent responses expressed in the learner's own words. The six points are not exhaustive; award marks for other relevant responses that demonstrate the required analysis.

QUESTION 2.2.1 (2 marks)

The Office Supervisor is preparing to conduct performance appraisals for employees in the Administration, Finance and Records Units. Which TWO sources of information would be most appropriate to use when evaluating employee performance?

- A. Agreed performance standards and actual performance results
- B. Personal opinions of other employees
- C. The employee's agreed work targets and relevant performance records
- D. The employee's popularity within the department

Correct answers:

- A — 1 mark
- C — 1 mark

QUESTION 2.2.2 (3 marks)

Sipho is performing below the agreed standard. Explain how the Supervisor should deal with this during the appraisal.

Memorandum: Award any THREE relevant responses at 1 mark each:

- Compare actual performance with the agreed performance standard. (1)
- Identify areas where performance does not meet the required standard. (1)
- Discuss the performance results with Sipho. (1)
- Allow Sipho an opportunity to respond to the results. (1)
- Provide feedback on performance. (1)

- Identify areas requiring improvement. (1)
- Agree on appropriate actions to improve performance. (1)
- Conduct the appraisal in accordance with the organisation's established performance management policies and procedures. (1)

SUB- TOTAL: 15 MARKS

QUESTION 3

QUESTION 3.1.1 (2 marks)

Lerato is struggling to use the electronic document system. Which TWO coaching techniques would be most appropriate?

- A. Ask questions to identify the difficulty
- B. Give the employee an opportunity to practice
- C. Ignore the problem
- D. Criticize the employee in front of others

Select TWO answers. (2 marks)

Memo:

- A = 1 mark
- B = 1 mark

QUESTION 3.1.2 (3 marks maximum)

State THREE ways the Supervisor can use coaching to help Sizwe improve his performance.

Memo: Award 1 mark each for any THREE:

- Identify the specific performance gap. (1)
- Discuss the gap with Sizwe. (1)
- Ask questions to understand the difficulty. (1)
- Provide guidance on the required standard. (1)
- Allow Sizwe to practice/improve the required skill. (1)
- Provide constructive feedback. (1)
- Agree on an improvement goal. (1)

QUESTION 3.2.1 (2 marks)

During a coaching session, what should the Supervisor do before agreeing on an improvement action?

- A. Discuss the performance issue with Sizwe.
- B. Understand Sizwe's perspective on the performance issue.
- C. Immediately report the matter to senior management.
- D. Reassign Sizwe's work to another employee.

(2 marks)

Correct answers:

A and B

QUESTION 3.2.2 (3 marks)

During the coaching session, Sizwe agrees that his performance needs to improve.

What should the Supervisor establish with Sizwe before ending the session? Give THREE points.

Marking memorandum:

Award 1 mark each for any THREE:

- The specific improvement that is required.
- The action Sizwe will take to improve.
- The support or assistance that will be provided.
- The target or expected standard to be achieved.
- When progress will be reviewed.
- How progress will be monitored.

Maximum: 3 marks

QUESTION 3.3 (2 marks)

Thuli has been appointed as a mentor to Lerato. Which TWO actions are most appropriate at the start of the mentoring relationship?

- A. Establish Lerato's development needs and expectations.
- B. Take responsibility for completing Lerato's work.
- C. Agree on how and when they will communicate.
- D. Wait until Lerato makes a serious mistake before providing support.

Answers: A and C — 2 marks

- A = 1 mark
- C = 1 mark

QUESTION 3.3.2 (3 marks maximum)

Thuli has been mentoring Lerato for one month. They have agreed to meet regularly, but Lerato's progress has not been discussed recently.

What should Thuli do to provide consistent mentoring support? Give THREE actions.

Marking memorandum:

Award 1 mark each for any THREE relevant actions:

- Meet with Lerato as agreed to review her progress. (1)
- Discuss Lerato's challenges or areas where further support is needed. (1)
- Provide guidance based on Lerato's identified development needs. (1)
- Give constructive feedback on her progress. (1)
- Encourage Lerato to take responsibility for her own development. (1)
- Agree on further support or development actions. (1)
- Set a date or arrangement for the next mentoring review. (1)

Maximum: 3 marks

QUESTION 3.4

Analyse mentees developmental needs and provide mentoring support to facilitate their growth

Scenario: Thuthukani Logistics

Lerato is a newly appointed Personnel Clerk at Thuthukani Logistics. Her routine administrative work is accurate, but her supervisor has noticed that she avoids speaking during team discussions, struggles to communicate with colleagues when handling queries, and often waits for others to make decisions for her. Thuli, an experienced Personnel Clerk, has been assigned as her mentor.

3.4.1 Which area should Thuli focus on when considering Lerato's development? 1 Mark

- A. Workplace communication and confidence
- B. Her attendance record
- C. The number of staff in the office
- D. The company's delivery schedule

Correct Answer: A

3.4.2 One developmental need

Memo:

Any relevant need identified from the scenario, for example:

- **Communication skills**
- **Confidence in communicating with colleagues**
- **Decision-making/self-confidence**
- **Participation in team discussions**

1 mark

QUESTION 3.4.3 (3 marks)

Analyse Lerato's situation and explain how Thuli can provide mentoring support to facilitate her growth. Give THREE actions and link each action to Lerato's developmental need.

Memo:

Award 1 mark for each appropriate action that is linked to Lerato's identified developmental need, for example:

- Discuss Lerato's difficulties with her and explore the reasons for her lack of confidence.
- Provide guidance on communicating effectively with colleagues.
- Encourage Lerato to participate in discussions and practise communicating her views.
- Give constructive feedback after observing her interactions.
- Help Lerato set a development goal for improving her communication/confidence.
- Review her progress during subsequent mentoring sessions and provide further support.

Maximum: 3 marks

QUESTION 3.5.1 (2 marks)

The Supervisor wants the new employees to understand how the office operates.

Which TWO actions would best support the induction process?

- A. Explain their duties and reporting lines.
- B. Allow them to discover workplace procedures on their own.
- C. Explain relevant workplace rules and procedures.
- D. Wait until they make mistakes before providing guidance.

Answers: A and C

2 marks

- A = 1 mark
- C = 1 mark

QUESTION 3.5.2 (3 marks maximum)

The two employees have completed the initial orientation but are still unsure about some office procedures.

Apply the induction process by giving THREE actions the Supervisor should take to help orientate them.

(3 marks)

Memorandum

Award 1 mark each for any THREE appropriate actions:

- Clarify the employees' duties and responsibilities.
- Explain relevant office procedures and rules.
- Explain reporting lines and who they should approach for assistance.
- Introduce them to relevant staff/team members.
- Show them the workplace facilities and resources they will use.
- Provide relevant policies, procedures or other induction information.
- Allow them to ask questions and clarify uncertainties.
- Check their understanding of the information provided.

QUESTION 3.6.1 (1 mark)

Which source of information would best help the Supervisor evaluate the team's performance?

(1 mark)

A. Recent work results and observations of the team

B. Employees' personal interests

C. The age of the team members

D. The size of the office

Answer: A

QUESTION 3.6.2 (1 mark)

Based on the information provided, identify ONE team skill or performance area that requires development.

(1 mark)

Memorandum:

Accept any one relevant area identified from the scenario, for example:

- Use of the electronic document system

- Handling of customer queries
- Team communication
- Coordination of work

QUESTION 3.6.3 (3 marks)

Evaluate the information provided about the team. In your own words, explain what the Supervisor should conclude about the team's development needs and how these should be addressed.

Memorandum:

Award up to 3 marks for a response demonstrating evaluation of the evidence and an appropriate conclusion.

The learner should demonstrate that they can:

- Interpret the performance information and recognise the team's areas of weakness or performance gaps. (1)
- Draw a conclusion about the team's development or improvement needs based on the evidence. (1)
- Explain an appropriate way of addressing the identified needs to improve team performance. (1)

Accept equivalent responses expressed in the learner's own words.

QUESTION 3.7 (5 marks)

Outline FIVE team-building activities that could be used to enhance team cohesion among administrators in an office environment.

Expected Answer

Any FIVE relevant team-building activities, for example:

- Team problem-solving activities. (1)
- Communication exercises. (1)
- Collaborative team tasks. (1)

- Team-building games or exercises. (1)
- Group discussions or team reflection activities. (1)
- Joint planning activities. (1)
- Team challenges or activities requiring cooperation. (1)
- Social/team interaction activities. (1)

Marking Guide

Award 1 mark for each relevant team-building activity outlined, up to a maximum of 5 marks.

Accept other relevant activities that could reasonably be used to promote team cohesion among administrators in an office environment.

QUESTION 3.8 (5 marks)

A supervisor is preparing the office for a team-building activity involving the administration staff. The activity requires a suitable venue and physical resources for the planned activities.

Explain how you would prepare the venue and make the required physical resources available for the team-building activity?

Expected Answer

The learner should explain how they would prepare the venue and make the physical resources available for the team-building activity.

Relevant responses may include:

- Select a suitable venue that can accommodate the administration staff and the planned team-building activities. (1)
- Confirm that the venue is available and suitable for the planned activity. (1)
- Identify the physical resources and equipment required for the activities. (1)
- Arrange and make the required physical resources available before the activity begins. (1)
- Check that the venue and resources are ready and adequate for the planned activities. (1)

Marking Guide

Total: 5 marks

Award 1 mark for each relevant response demonstrating application of resource-management knowledge to the preparation of the team-building activity. Maximum 5 marks.

Marker guidance:

Accept equivalent responses expressed in the learner's own words. Award marks where the learner demonstrates appropriate application of resource-management principles to the preparation of the venue and physical resources for the team-building activity. Responses should be relevant to the workplace situation presented.

SUB- TOTAL: 40 MARKS

QUESTION 4 MEMO

SCENARIO: Khanyisa Office Solutions

Khanyisa Office Solutions is a medium-sized company that provides administrative support services to corporate clients. The office consists of Administration, Finance and Client Services teams.

Management has introduced a Client Service Improvement Plan after identifying delays in responding to client requests, inconsistent record-keeping and communication problems between teams.

Ms Ndlovu, the Office Supervisor, is responsible for coordinating the implementation of the plan within the office.

QUESTION 4.1.1 (2 marks)

The Operations Manager has instructed Ms Ndlovu to implement the Client Service Improvement Plan. The instruction includes revised response standards, filing requirements and procedures for escalating unresolved client queries.

Which approach would best ensure that the management instruction is communicated accurately to the affected employees and why?

- A. Send the instruction by email and expect employees to interpret the requirements independently.
- B. Communicate the instruction clearly, including the required actions and procedures, using an appropriate office communication tool.
- C. Give the instruction verbally to one team member and allow that person to communicate it to the rest of the team.
- D. Provide employees with only the changes that directly affect their individual duties.

Correct answer: B – 1 mark

Award 1 mark for any ONE relevant justification below:

- It communicates the management requirements clearly and accurately. (1)
- It tells employees what actions are required from them. (1)

- It ensures the relevant procedures and requirements are communicated to the affected employees. (1)
- It uses an appropriate office communication tool to convey the instruction. (1)
- It provides the employees with clear information that can be referred to when implementing the instruction. (1)
- It reduces the possibility of employees misunderstanding the management requirements. (1)
- It supports consistent communication of the same management instruction to the affected employees. (1)
- It allows the management instruction to be communicated in a structured and understandable manner. (1)

Marking rule: Award only 1 mark for the justification, even if the learner provides more than one valid reason.

Accept equivalent learner responses that demonstrate appropriate application to the scenario.

QUESTION 4.1.2 (3 marks)

Ms Ndlovu is preparing to communicate the Client Service Improvement Plan to the Administration, Finance and Client Services teams.

Explain three things she should do when communicating the management requirements to ensure that employees understand and can implement them correctly.

ANSWER

Award 1 mark per correct and distinct response, up to a maximum of 3 marks.

Accept equivalent learner wording.

The learner may explain ANY THREE of the following:

- Explain the relevant procedures that employees must follow. 1
- Communicate the applicable standards or performance requirements. 1

- Provide employees with sufficient information to implement the plan correctly. 1
- Use an appropriate communication method or tool to convey the information. 1
- Ensure that the information communicated is accurate and consistent with the management instruction. 1
- Allow employees to ask questions or seek clarification where requirements are unclear. 1
- Confirm that employees understand what is required of them. 1

Reinforce important requirements where necessary. 1

Communicate information relevant to the responsibilities of the affected teams. 1

Ensure that employees know what actions they are expected to take following the instruction. 1

Communicate the information in a clear and understandable manner. 1

Marking rule:

- Award 1 mark for each relevant, distinct application point.
- Do not award more than 3 marks.
- Do not award multiple marks for the same idea expressed in different words.
- Accept other reasonable responses where the learner demonstrates correct application of office communication methods and tools to the scenario.

QUESTION 4.2.1 (5 marks)

The Operations Manager has instructed Ms Ndlovu to submit weekly progress information on the implementation of the Client Service Improvement Plan.

Draft a concise weekly progress report for the Operations Manager. The report must communicate the relevant implementation information from the scenario clearly, accurately and in a professional format suitable for management.

Model Answer

WEEKLY PROGRESS REPORT

To: Operations Manager

From: Ms Ndlovu, Office Supervisor

Subject: Client Service Improvement Plan – Weekly Progress Update

Date: [Appropriate date]

1. Purpose

This report provides an update on the implementation arrangements for the Client Service Improvement Plan.

2. Implementation Progress

- The implementation priorities communicated to the affected teams include:
- responding to client requests within the agreed service standard;
- using the approved electronic filing system for all client-related records;
- following the revised procedure for escalating unresolved client queries; and
- improving coordination between Administration, Finance and Client Services.

3. Operational Matters

The implementation discussions identified that Client Services may experience difficulty meeting the response-time requirement when Finance information is delayed. Finance also identified that some requests are received without the supporting information required to process them.

4. Agreed Actions

The relevant teams are required to coordinate the handling and follow-up of client requests, including the provision of required supporting information and appropriate escalation of unresolved matters.

5. Follow-up

Progress will continue to be monitored and reported to the Operations Manager as required.

Prepared by:

Ms Ndlovu

Office Supervisor

Marking Guide

Award 1 mark for each criterion demonstrated, maximum 5 marks

Criterion	Evidence expected	Marks
Appropriate report structure	Uses a recognisable professional report format, with suitable identification such as recipient, author, subject/title and date, together with organised sections	1
Purpose and context	Clearly indicates that the report provides a progress update on implementation of the Client Service Improvement Plan	1
Relevant information selected	Selects relevant implementation information from the scenario, such as service standards, filing requirements, escalation procedures and coordination requirements	1
Information accurately and logically presented	Accurately presents relevant operational matters, actions, responsibilities and/or follow-up information without contradicting the scenario	1
Business writing quality	Uses clear, concise, accurate and professional language appropriate for the Operations Manager	1
TOTAL		5

Marker guidance:

- The model answer is an example of an acceptable response, not the only correct answer.
- Accept different appropriate report structures, headings and wording.
- Award credit where the learner communicates the required information accurately even where their wording differs from the model answer.
- Do not require the learner to reproduce the model answer verbatim.
- Do not award credit for invented progress figures, outcomes, responsibilities or deadlines that are not supported by the scenario.
- A report may combine or rename sections where the overall structure remains appropriate and the information is clearly communicated.

QUESTION 4.3.1 (3 marks)

Match each meeting situation in Column A with the most appropriate facilitation approach in Column B. Write the letter of the correct approach next to each situation

Column A: Meeting situation Column B: Facilitation approach

1. Client Services and Finance give different views about why client requests are being delayed. A. Summarise the agreed decisions, confirm responsibilities and timeframes, and ensure the outcome is recorded.

2. Participants begin discussing issues that are not related to the purpose of the meeting. B. Allow the participants to explain their views, clarify the issue and guide the discussion towards a practical agreement.

3. The teams have agreed on how they will coordinate the handling of client requests. C. Bring the discussion back to the meeting objective and focus participants on the matter being addressed.

Answer: : 1 – B; 2 – C; 3 – A

QUESTION 4.3.2 (2 marks)

The meeting has resulted in an agreement on how Administration, Finance and Client Services will coordinate the implementation of the Client Service Improvement Plan.

Explain how Ms Ndlovu should conclude the meeting to ensure that the agreed decisions are clear and can be implemented by the relevant teams?

Expected Answer

Ms Ndlovu should summarize the agreed decisions and actions, and confirm who is responsible and when the actions must be completed. She should ensure that the agreed outcomes are recorded and communicated to the relevant teams so that implementation can take place.

Marking Guide:

Award 1 mark for each correct, distinct response, maximum 2 marks.

Accept any two of the following:

- Summarise the decisions/agreement reached.
- Confirm the specific actions required.

- Confirm responsibility for each agreed action.
- Confirm agreed timeframes or deadlines.
- Clarify any unresolved matter that could affect implementation.
- Confirm participants' understanding of what was agreed.
- Ensure decisions and actions are accurately recorded.
- Communicate the outcomes to affected employees/teams.
- Confirm necessary follow-up or monitoring.

Marker guidance: Accept equivalent learner wording. The response must relate the action to ensuring implementation of the agreed meeting outcome, rather than merely listing general meeting-closing procedures.

QUESTION 4.4.1 (1 mark)

The supplier proposes weekly deliveries to maintain current prices. Which approach should Ms Ndlovu use first?

- A. Reject the proposal because weekly deliveries may affect operations.
- B. Clarify the office's delivery requirements and understand the supplier's position before considering alternatives.
- C. Accept the proposal to preserve the current price.
- D. Require the supplier to increase deliveries without changing the price

Answer: B

Clarify the office's delivery requirements and understand the supplier's position before considering alternatives.

QUESTION 4.4.2 (1 mark)

The supplier explains that more frequent deliveries would increase its costs. Which response demonstrates effective negotiation?

- A. Focus only on the office's requirements.
- B. Accept the supplier's position without further discussion.

C. Explore alternative arrangements that address both the office's operational needs and the supplier's concern.

D. End the negotiation and report the supplier to management.

Answer: C

Explore alternative arrangements that address both the office's operational needs and the supplier's concern.

QUESTION 4.4.3 (1 mark)

Ms Ndlovu and the supplier are considering different delivery arrangements. Which approach would best help them reach a desired outcome?

A. Select the arrangement that benefits the office most, regardless of the supplier's position.

B. Compare the available alternatives against the office's requirements and purchasing conditions.

C. Allow the supplier to decide which arrangement should be implemented.

D. Choose the cheapest arrangement without considering operational requirements.

Answer: B

Compare the available alternatives against the office's requirements and purchasing conditions.

QUESTION 4.4.4 (1 mark)

An arrangement has been agreed that appears to meet the office's needs. What should Ms Ndlovu do before confirming the agreement?

A. Confirm the terms and ensure that the arrangement complies with purchasing requirements and her authority.

B. Implement the arrangement immediately because both parties have agreed.

C. Change the agreement to obtain a better price.

D. Leave the supplier to communicate the arrangement to the office.

Answer: A

Confirm the terms and ensure that the arrangement complies with purchasing requirements and her authority.

QUESTION 4.5.1 (1 mark)

The Administration team needs the revised filing and escalation procedures so that employees can apply the requirements correctly. Which communication approach would be most appropriate?

- A. Send a general email to all three teams summarising the Client Service Improvement Plan.
- B. Send Administration a written procedure document containing the relevant filing and escalation requirements.
- C. Give the Administration representative a verbal summary and ask them to brief the team.
- D. Include the filing requirements in the weekly progress report submitted to the Operations Manager.

Answer: B

Send Administration a written procedure document containing the relevant filing and escalation requirements.

QUESTION 4.5.2 (1 mark)

Finance needs to understand how outstanding client-related financial queries must be referred. Which communication approach would be most appropriate for this audience and purpose?

- A. Provide Finance with information specifically addressing the referral process and responsibilities relevant to its role.
- B. Send Finance the complete management instruction without highlighting information relevant to its responsibilities.
- C. Communicate only the response-time requirement that applies to Client Services.
- D. Ask Client Services to explain the referral requirements to Finance when a query arises

Answer: A

Provide Finance with information specifically addressing the referral process and responsibilities relevant to its role.

QUESTION 4.5.3 (1 mark)

Client Services needs to understand the response-time requirements and how unresolved client queries must be escalated. Which approach would be most appropriate?

- A. Send Client Services the detailed Administration filing procedures because all teams are implementing the same plan.
- B. Use a communication method that clearly presents the response-time requirements and escalation process relevant to Client Services.
- C. Tell Client Services only that management has introduced a Client Service Improvement Plan.
- D. Use the same detailed information and communication approach prepared specifically for Finance.

Correct answer: B

Use a communication method that clearly presents the response-time requirements and escalation process relevant to Client Services.

QUESTION 4.5.4 (3 mark)

Ms Ndlovu must communicate the final arrangements to the affected employees after the meeting. Analyse the communication requirements in the scenario and recommend an appropriate communication method or tool for the affected teams. Give reasons for your selection.

Expected answer

The learner should identify that the communication method/tool must be selected according to the purpose and audience. For example, written communication may be appropriate where employees need to refer to specific procedures, requirements, responsibilities or agreed actions. The method should allow the relevant information to be communicated clearly to the particular team and support implementation.

Marking guide — 3 marks

Award:

- 1 mark — Identifies the relevant communication purpose/audience as a basis for selecting the method/tool.
- 1 mark — Recommends an appropriate method/tool suited to the affected employees and information.
- 1 mark — Gives a relevant reason linking the selected method/tool to the communication purpose and audience.

Accept equivalent, scenario-based responses

QUESTION 4.6.1 (1 mark)

Before submitting a document, what should Ms Ndlovu do? Select the right answer.

- A. Submit it immediately.
- B. Check it for accuracy and formatting.
- C. Remove detailed information.
- D. Change the agreed information.

Answer: B

Check it for accuracy and formatting.

QUESTION 4.6.2 (1 mark)

Which action supports proper document submission?

- A. Send it to any available employee.
- B. Submit it when convenient.
- C. Submit it to the correct recipient on time.
- D. Submit it without checking it.

Answer: C

Submit it to the correct recipient on time.

QUESTION 4.6.3 (3 marks)

Following the meeting, Ms Ndlovu must prepare and submit the meeting record to the Operations Manager.

Explain three actions she should take to ensure that the document is accurate, correctly formatted and submitted on time.

Expected answer:

Ms Ndlovu should ensure that the meeting record accurately reflects the decisions, agreed actions, responsible persons and timeframes. She should use an appropriate professional format and check the document for errors before submitting it to the Operations Manager within the required timeframe.

Mark allocation: 3 marks — 1 mark per correct, distinct action.

Acceptable responses:

Award 1 mark for any three relevant responses:

Accurately record decisions or agreements made during the meeting. 1

Record agreed actions. 1

Record the person responsible for each action. 1

Record relevant deadlines or timeframes. 1

Use an appropriate professional format. 1

Check the document for spelling, factual or other errors. 1

Ensure the information is complete and relevant. 1

Submit the document to the correct recipient. 1

Submit the document within the required timeframe. 1

Follow the organisation's document submission procedure. 1

Store/retain the final document according to the applicable documentation procedure. 1

Marker guidance:

- Award 1 mark per correct, distinct response, maximum 3 marks.

- Accept equivalent learner wording.
- Do not require the learner to reproduce the expected answer verbatim.
- Responses must relate to writing, formatting, checking or submitting the meeting record.
- Do not award marks for vague statements such as “make it professional” unless the learner demonstrates a relevant documentation action.

SUB- TOTAL: 30 MARKS

QUESTION 5

Read the scenario and answer the questions that follow.

Mandla Shipping Services processes customer shipping requests through its administration office. Thuli captures customer information and prepares the initial documentation, while Sibusiso checks the documentation before it is sent to the operations team.

Several documents have recently been returned because required information was missing or incorrect. Thuli believes Sibusiso should identify missing information during his checks, while Sibusiso believes Thuli should ensure that the information is complete before handing the documents over.

Their disagreement has resulted in tense interactions and delays in processing customer requests. The Office Supervisor, Ms Maseko, decides to intervene.

Multiple-Choice Question

QUESTION 5.1.1 (1 mark)

During the first discussion, Thuli and Sibusiso give different accounts of what happens when documents are handed over. Which action would best enable Ms Maseko to apply a fair conflict-resolution approach?

- A. Select the account that appears most reasonable and instruct the other employee to accept it.
- B. Allow each employee to present their concerns and clarify the facts before considering possible solutions.
- C. Focus on which employee has made the greater number of errors.
- D. Ask the employees to resolve the disagreement themselves without further intervention

Correct answer: B

Allow each employee to present their concerns and clarify the facts before considering possible solutions.

QUESTION 5.1.2 (1 mark)

During the discussion, both employees agree that incomplete information causes delays, but they disagree about who should be responsible for checking it.

Which response would best apply a win-win conflict-resolution approach?

- A. Assign responsibility entirely to Thuli because she captures the information first.
- B. Assign responsibility entirely to Sibusiso because he performs the final check.
- C. Develop a clear handover arrangement that addresses the responsibilities and concerns of both employees.
- D. Allow the employees to continue using their current methods and report future problems to the supervisor.

Correct answer: C

Develop a clear handover arrangement that addresses the responsibilities and concerns of both employees.

QUESTION 5.1.3 (3 marks)

Recommend three actions Ms Maseko should take to resolve the conflict fairly and amicably?

Any three:

1. Identify the cause of the conflict.
2. Allow both employees to discuss their concerns.
3. Hold a constructive discussion with the conflicting parties.
4. Clarify the responsibilities of each employee.
5. Develop a mutually acceptable/win-win solution.
6. Agree on clear responsibilities for the handover process.
7. Address the conflict without favouring either party.

Mark allocation:

1 mark per appropriate action, maximum 3 marks.

QUESTION 5.2.1 (1 mark) Multiple-Choice Question

Which information is most important for Ms Maseko to include when recording the unresolved conflict?

- A. Her opinion about which employee is responsible.
- B. The parties involved, cause of the conflict and steps taken to resolve it.
- C. The personal views of other employees in the office.
- D. The disciplinary action she believes should be taken.

Correct answer: B

The parties involved, cause of the conflict and steps taken to resolve it.

Mark allocation:

- Correct option B = 1 mark

QUESTION 5.2.2 (1 mark) Multiple-Choice Question

According to the company's procedure, what should Ms Maseko consider when the conflict remains unresolved?

- A. Whether the matter should be referred to the appropriate manager.
- B. Which employee should be transferred to another department.
- C. Whether to stop using the handover process.
- D. Whether the employees should resolve the matter without further supervision

Correct answer: A

Whether the matter should be referred to the appropriate manager.

Mark allocation:

- Correct option A = 1 mark

Question 5.2.3 (2 marks)

Based on the situation, state two actions Ms Maseko should take to deal with the unresolved conflict in accordance with the company's procedure

Expected Answer

Any two of the following:

1. Record the unresolved conflict, including the parties involved, the cause of the conflict and the steps already taken to resolve it.
2. Review the outcome of the previous resolution attempt and determine whether the conflict can still be resolved at supervisory level.
3. Refer the unresolved conflict to the appropriate manager if it cannot be resolved at supervisory level.
4. Follow the company's procedure for handling unresolved conflicts before deciding on further action.

Marking:

- 1 mark for each correct and distinct action.
- Maximum 2 marks.

5.2.4 Question (6 marks)

Ms Maseko must now determine whether to continue managing the conflict at supervisory level or escalate the matter.

Evaluate the situation and recommend whether Ms Maseko should continue managing the conflict or escalate it. Give reasons for your recommendation.

Standard / Expected Response

Preferred recommendation: Escalate the matter to the appropriate manager.

The conflict has continued despite an attempt to resolve it and the introduction of a handover checklist. The employees continue to disagree about responsibility and have raised the matter with the supervisor again. Ms Maseko should therefore document the conflict, including the parties, cause and previous resolution attempts, and refer it to the appropriate manager in accordance with the company's procedure.

Alternative Acceptable Position

A learner may recommend continued supervisory management if the response is properly justified. For example, the learner may argue that Ms Maseko should first hold another

structured discussion, clarify the remaining disagreement and attempt to reach a final agreement before escalation.

The learner must, however, recognise that escalation becomes appropriate if the conflict remains unresolved after further reasonable supervisory intervention.

Marking Guide

Award up to 6 marks for a response demonstrating evaluation, application and justification.

Possible marking points include:

1. Recognises that the conflict remains unresolved despite the intervention.
2. Considers the previous resolution attempt, including the handover checklist.
3. Considers the continuing disagreement regarding responsibility.
4. Considers the effect of the unresolved conflict on the work/process.
5. Applies the company's procedure for dealing with unresolved conflicts.
6. Makes and justifies an appropriate decision to continue managing or escalate the matter.

Marker Guidance

- Do not award marks merely because the learner chooses “escalate.” The decision must be supported by relevant facts from the scenario.
- If the learner chooses continued management, award marks where the learner provides a reasonable, procedure-based justification.
- The learner does not have to use the exact wording in the memorandum.
- Accept equivalent responses that demonstrate sound evaluation and appropriate application of the workplace procedure.
- Do not award separate marks for repeating the same point.

SUB- TOTAL: 15 MARKS

QUESTION 6.1

QUESTION 6.1.1 (1 marks)

Which office control would best address the incomplete supplier files have identified during the review?

Answer: C is the correct

Marker's note: Award the mark for the correct option. Equivalent reasoning is not required because each question carries 1 mark

Question	Answer	Marks
6.1.1	B – Use a supplier-file checklist to verify required documents before processing.	1
6.1.2	C – Allowing employees to approve their own purchase requests is not an appropriate authorisation control.	1
6.1.3	B – Establish a standard electronic filing structure and require employees to use it.	1
6.1.4	A – Inform employees of the controls and explain how and when they must be applied.	1
6.1.5	B – Standardise checks at key points to confirm required documents, approvals and records are properly maintained.	1

QUESTION 6.1.2 (1 mark)

Which one of the following is NOT an appropriate control for ensuring that procurement documents are properly authorised?

- A. Obtaining approval from an authorised manager
- B. Retaining evidence of the approval
- C. Allowing employees to approve their own purchase requests**
- D. Checking that required approval has been obtained before processing

Answer: C –

Marks: 1

QUESTION 6.1.3 (1 mark)

The internal review found that employees were saving procurement records in different electronic folders. Which is the MOST appropriate control for addressing this problem?

- A. Allow employees to create folders according to personal preference
- B. Establish a standard electronic filing structure and require employees to use it**
- C. Allow employees to save working copies on their personal computers
- D. Require all procurement records to be printed before filing

Answer: B – Establish a standard electronic filing structure and require employees to use it.

Marks: 1

QUESTION 6.1.4 (1 mark)

Ms Dlamini has introduced the new controls. Which action would best support their effective implementation?

- A. Inform employees of the controls and explain how and when they must be applied**
- B. Allow employees to apply the controls differently according to their own work methods
- C. Implement the controls without changing the existing employee responsibilities
- D. Wait for the next internal review to determine whether employees understand the controls

Answer: A – Inform employees of the controls and explain how and when they must be applied.

Marks: 1

QUESTION 6.1.5 (1 mark)

Ms Dlamini wants to ensure that the new procurement controls support compliance with company requirements and applicable statutory requirements without unnecessarily delaying the process. Which approach would be the MOST appropriate?

- A. Require the Office Supervisor to personally approve every procurement document
- B. Standardise checks at key points to confirm required documents, approvals and records are properly maintained**
- C. Add an additional approval stage to every procurement transaction

D. Allow employees to bypass controls when procurement is urgent

Answer: B – Standardise checks at key points to confirm required documents, approvals and records are properly maintained.

Marks: 1

6.2 Scenario Zamokuhle Manufacturing

After the new controls were implemented, the Office Supervisor conducted a follow-up review. Most supplier files were now complete and correctly filed, but two purchase requests still had no evidence of approval and some employees were not consistently using the approved electronic filing system. The supervisor must evaluate the effectiveness of the controls, monitor compliance and take appropriate action to address the remaining weaknesses.

QUESTION 6.2.1 (1 mark)

During the follow-up review, two purchase requests still have no evidence of the required approval. Which action would be MOST appropriate for Ms Dlamini to take to monitor compliance with the company procedure?

- A. Remove the approval requirement because employees are not following it
- B. Review the affected requests and establish why the required approval was not obtained
- C. Allow employees to process future requests without approval
- D. Wait for the next annual audit to identify further non-compliance

Answer: B

QUESTION 6.2.2 (1 mark)

Some employees continue to save procurement records outside the approved electronic filing structure. Which action would BEST help Ms Dlamini maintain compliance with the company procedure?

- A. Allow employees to use alternative folders when convenient
- B. Regularly check the filing process and address identified non-compliance
- C. Transfer all electronic filing responsibilities to Finance
- D. Remove the approved filing structure and allow departments to choose their own systems

Answer: B

QUESTION 6.2.3 (3 marks)

Based on the follow-up review, evaluate the effectiveness of the internal controls and recommend three actions Ms Dlamini should take to maintain compliance with the company's procedures and applicable statutory requirements.

Any three	Evaluate the effectiveness of the controls; identify reasons for remaining non-compliance; monitor compliance regularly; reinforce company procedures; provide guidance to employees; take corrective action; review or strengthen ineffective controls; maintain required records; report or escalate recurring non-compliance in accordance with company procedures; ensure applicable statutory requirements continue to be met.
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Award 1 mark per relevant, distinct action, maximum 3 marks. Accept equivalent learner wording.

SUB- TOTAL: 10 MARKS

QUESTION 7 Scenario

Mhlabeni Manufacturing is a medium-sized manufacturing company. The Office Supervisor is responsible for preparing the Administration Unit's quarterly budget in accordance with the company's Budgeting Procedure. The procedure requires the supervisor to consider operational priorities, available resources and expected expenditure, and to keep the budget within the approved organisational limit.

The Administration Unit has an approved quarterly budget limit of R18,000.

Before finalising the budget, the supervisor receives the following information:

- Stationery: The requirement has decreased by R1,500 because specified routine documents are now distributed electronically. Essential stationery is still required.
- Printer maintenance: The new maintenance agreement will cost R2,500 more than the current agreement.
- Training materials: Expenditure can be reduced by R1,000 because some materials will now be provided electronically at no additional cost.
- Office refreshments: These are not required for normal operations.

The supervisor must adjust the proposed budget before submitting it.

QUESTION 7.1.1 (2 marks)

The supervisor must respond to the changes in stationery and office refreshments.

What should the supervisor do, how should the budget be adjusted, and why are these adjustments appropriate?

Your response must demonstrate:

- the action and required budget adjustments; [1]
- the reason for the adjustments in relation to operational priorities and requirements.

[1]

Criterion	Marks
Correctly identifies the required adjustments to stationery (reduce by R1,500) and office refreshments (remove R2,000 allocation).	1
Explains that the adjustments align the budget with current operational requirements and priorities.	1
Total	2

QUESTION 7.1.2 [3 marks]

The supervisor must deal with the changes to printer maintenance and training materials.

What should the supervisor do, how should the budget be adjusted, and why are these adjustments appropriate?

Your response must include:

- the action the supervisor should take; [1]
- how the budget amounts should be adjusted; [1]
- why the adjustments are appropriate in relation to expected expenditure and the changed requirements. [1]

Criterion	Marks
Identifies the appropriate action in response to the changes in printer maintenance and training materials.	1
Correctly applies the adjustments: increase printer maintenance by R2,500 and reduce training materials by R1,000 .	1
Explains that the revised allocations should reflect the changed expected expenditure and current requirements.	1
Total	3

Marker guidance

Award marks for evidence that the learner has applied budgeting knowledge to the circumstances presented. Do not require the learner to reproduce the wording of the model response.

Equivalent responses may be accepted where the learner:

- makes the correct budget adjustments;
- demonstrates understanding of the changed requirements; and
- provides a logical justification linked to the scenario.

QUESTION 7.2 Scenario: budget review

Following the revision of the Administration Unit's quarterly budget, the Office Supervisor monitors actual expenditure against the revised budget.

Budget Item	Revised Budget	Actual Expenditure	Variance	Result
Stationery	R4,500	R7,200	R2,700	Overspend
Printer maintenance	R7,000	R6,800	R200	Underspend
Training materials	R2,500	R2,400	R100	Underspend
Office refreshments	R0	R1,700	R1,700	Overspend
Total	R14,000	R18,100	R4,100	Overall overspend

The company's financial control procedure requires significant variances to be investigated and reported to management.

QUESTION 7.2.1 (3 marks)

Which financial finding should the Office Supervisor prioritise for further investigation and reporting to management? Give reasons for your choice.

- A. R1,100 underspend on training materials
- B. R300 underspend on office refreshments
- C. R1,200 overspend on stationery

- D. R2,300 overspend on printer maintenance
- E. All four variances should receive equal priority

Correct answer: D – R2,700 overspend on stationery

Mark allocation:

Evidence required	Marks
Selects D – R2,700 overspend on stationery	1
Identifies R2,700 as the largest adverse variance/overspend	1
Explains that the significant overspend requires investigation to establish the cause and determine an appropriate management response	1
Total	3

Acceptable response:

The stationery variance should be prioritised because it represents the largest adverse variance at R2,700. The supervisor should investigate the cause of the overspending and report the finding to management so that appropriate corrective action can be taken.

QUESTION 7.2.2 (2 marks)

Before recommending corrective action for the printer maintenance variance, which information should the Office Supervisor review? Give a reason for your choice.

Your response must demonstrate: why the information would help determine the cause of the variance and inform corrective action

- A. The number of employees who use the office refreshments
- B. The terms and cost of the new printer maintenance agreement**
- C. The amount spent on training materials during the previous quarter
- D. The number of documents distributed electronically during the quarter

Correct answer: B –

Mark allocation:

Evidence required	Marks
Selects B	1
Explains that purchase and usage records can help establish what caused the overspending and provide evidence for deciding on corrective action	1
Total	2

Acceptable response:

The supervisor should review stationery purchase records and usage because this information can show whether the overspending resulted from increased usage, purchasing patterns, price changes or other factors.

QUESTION 7.2.3 (5 marks)

Management asks the Office Supervisor to recommend how the Administration Unit should respond to the financial findings.

Develop a corrective-action recommendation for management.

Your response must:

- identify the financial issue that should be prioritised;
- propose an appropriate corrective action;
- use evidence from the financial report to support your recommendation;
- justify why the proposed action is appropriate; and
- explain how the action will strengthen financial control in the next budgeting period.

Answer/ Expected response

The stationery overspend should be prioritised because it is the largest adverse variance at R2,700 against a revised budget of R4,500.

The supervisor should investigate the cause of the overspending by reviewing stationery purchase and usage records, identifying any unusual purchases or increases in prices or

usage, and determining whether the revised stationery requirement was accurately reflected in expenditure.

The supervisor should recommend appropriate corrective action, such as strengthening monitoring of stationery purchases, controlling non-essential stationery expenditure and reviewing purchasing requirements before the next budgeting period.

The recommendation should be supported by the financial evidence, particularly the R2,700 overspend.

This action would strengthen future financial control by improving expenditure monitoring, identifying variances earlier and ensuring that future stationery allocations are based on actual usage and operational requirements.

Evidence required	Marks
Identifies stationery overspend as the priority financial issue	1
Develops an appropriate corrective action	1
Uses relevant financial evidence from the report, e.g. R2,700 overspend against R4,500 revised budget	1
Justifies why the proposed action is appropriate	1
Explains how the action will strengthen financial control in the next budgeting period	1
Total	5

Marker guidance

For 7.2.3, award marks for the quality of the learner's reasoning and application rather than requiring the exact wording above.

A different corrective action may be accepted where it:

- addresses the identified financial problem;
- is realistic within an office environment;
- is supported by the financial evidence; and

- demonstrates how future expenditure will be controlled.

SUB- TOTAL: 15 MARKS

GRAND TOTAL: 140 MARKS