higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

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This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1 1.1.1 False✓ Discipline is corrective action taken against employees.✓

OR

Recruitment is when you look for new employees.

1.1.2 False✓ Technical skills refer to the ability to use tools and equipment.✓

OR

Conceptual skills refer to the ability so see the organisation as a whole (helicopter view).

1.1.3 True✓✓

1.1.4 True✓✓

1.1.5 False✓ Employees join trade unions of their own choice. ✓

1.1.6 False✓ Employees could be requested to work overtime.✓

1.1.7 True✓✓

1.1.8 True✓✓

1.1.9 False✓ Grievance procedures must be known to the employer and by employees✓

1.1.10 False ✓The Basic Conditions of Employment Act ensures that employees are paid while on sick leave.✓

OR

The Occupational Health and Safety Act ensures that employees work in a healthy and safe environment.

(10 × 2) (20)

1.2 1.2.1 A task is an action or a group of actions performed to achieve a specific result.

1.2.2 An occupation is a set of jobs with similarities in the work content.

1.2.3 Control is the process of comparing actual performance with set standards or required performance, to measure if goals were achieved and if corrective actions are needed.

1.2.4 A standardised recipe is a recipe that has been tried and tested several times, under the same conditions, and yield the same results.

1.2.5 Validity of the system is the degree to which personnel evaluation actually measures the qualities it is supposed to measure.

1.2.6 An approach to focus all business operations to meet the needs of customers, to ensure customer satisfaction and loyalty.

1.2.7 The responsibility and duty of individuals and organisations to act in the best interests of their environment and society.

1.2.8 The use of social media platforms to connect with audiences in order to market the products and services of an establishment.

1.2.9 Publicity are activities aimed at attracting the interest of the public.

1.2.10 Advertising is a means of an organisation to make its product known to the consumers and can be done through different communication media.

(10 × 2) (20)

1.3 1.3.1 B
1.3.2 B
1.3.3 C
1.3.4 A
1.3.5 D

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1
- The end of a contract by mutual agreement
- Substantial or serious offences/breach of contract
- Voluntary or forced resignation
- Mandatory retirement at the prescribed age
- Dismissal due to misconduct or poor performance
- Disability of employee (unable to work any more)
- Death of employee (Any 6 × 1) (6)

2.2 Human resources management is a division that deals with all employee matters in an organisation, this may include recruitment, selection, placement, leave matters, etc. (2)

2.3
- Selection is the process of selecting the most suitable candidate for the job.✓
- The best candidate, who meets the requirements for the job, is selected.✓
- The selection process can include several phases, in which different evaluations are applied, which may include testing of skills, an interview,✓ reference checking, etc.✓ (4)

2.4
- Used in human resources planning to determine the quality and quantity of employees needed in different positions
- Used for recruitment purposes, such as advertising, selection and placement
- To enhance development of staff by identifying suitable training
- Differentiation of different positions for remuneration purposes
- Proper performance evaluation of employees
- Adjustment of the physical conditions under which employees work
- Used for career planning, to determine the requirements for advancement to a higher position

(Any 4 × 2) (8)

2.5
- Productivity may be described as a measure of the output of goods and services delivered in the service business or industry, in relation to the input of resources.
- Work study aims at improving the quality of the work, to create a safe and healthy environment and to set effective and proper work methods.
- Better performance and productivity depends on the workplace design – a worker, who is working in an environment that is not conducive, cannot be productive.
- A worker needs to work smarter and not harder in order to be productive.

(Any 2 × 2) (4)

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2.6
- Trade unions have the right to canvass members within the workplace and hold meetings during off hours.
- Membership fee contributions may be deducted from employees' wages or salaries.
- Representatives of the trade unions may be elected within the workplace.
- Trade union members are entitled to take paid leave in order to perform their duties as trade union representatives and also for the purpose of undergoing training.
- A trade union is entitled to any information that has a bearing on issues that concerns the employees within the workplace. (Any 4 × 2) (8)

2.7

Management function	**Example**
Planning✓	Any relevant example, e.g., strategic, departmental, operational, short, medium and long term✓
Organising✓	Any relevant example, e.g., assigning task, delegating authority and allocating resources✓
Coordinating ✓	Any relevant example, e.g., interacting with different departments✓
Leading/Directing✓	Any relevant example, e.g.: giving direction, motivating, building relationships, encouraging change✓
Controlling✓	Any relevant example, e.g., supervising and ensuring that plans are implemented✓

(10)

2.8 The concept of job specification – it determines the minimum skills,✓ knowledge✓ and ability to be able to do the job✓, the responsibility and attitude of an incumbent,✓and the physical, personal and any other special requirement that makes person✓ suitable for the job. (4)

2.9 Job description of a sous chef

Job title: Sous Chef
Task summary:✓ prepares several dishes as per daily menu requirements✓
Production standards:✓ produces high quality meals at a specific period of time
Supervision:✓ reports to the head chef (4)

[50]

QUESTION 3

3.1 3.1.1 Work measurement is a system aimed at measuring time.✓ A trained employee, with the required knowledge,✓ skills and experience, should be able to perform a specific task ✓at an established tempo under specific circumstances. (3)

3.1.2 Method study focuses on the analysis of existing methods✓ and procedures, with the purpose of improving✓ it, so that productivity can be achieved optimally. (2)

3.2
- Job title
- Job summary or job role
- Knowledge, skills, experience and qualifications required for the job
- Reporting relationships
- Daily duties performed and duties performed less frequently
- Types of equipment and materials used to perform duties
- Time spent on different job duties
- Physical and emotional input required
- Level of job satisfaction
- Remuneration of the job
- Work conditions
- Performance reviews
- Job risks and impact of mistakes made on the job (Any 5 × 2) (10)

3.3
- Analyse your current processes
- Prioritise projects, based on importance
- Implement proper training
- Organise efficiently
- Schedule people to specific tasks
- Minimise unnecessary interruptions
- Optimise communication
- Put effective budget in place (8)

3.4
- Can be applied in the work content
- Health and safety
- Equipment design
- Work environment
- Work simplification
- Movement and motion economy
- Work methods (Any 2 × 1) (2)

3.5 3.5.1 Inaccuracy due to:

- Favouritism and subjectivity
- Insufficient time for honest and accurate appraisals
- Evaluator's dislike to give negative feedback
- Irrelevant/outdated appraisal standards

(Any relevant answers 2 × 1)

3.5.2
- Most appraisals fully rely on the memory of the appraiser and the employee.
- Assessment criteria are often vague and unquantifiable, leading to a lot of guesswork

3.5.3
- Often, an one-appraisal-form-fits-all approach is used, so it is not job description specific
- Not all criteria has the same value or weight, but are treated as such

3.5.4
- Untrained appraiser/supervisor, not owning the process
- Different supervisors have different interpretations of the criteria

(4 × 2) (8)

3.6

Performance management	**Performance appraisal/evaluation**
• Ongoing process • Variety of activities, policies and procedures, interventions • Aimed at improving work performance • Begins with performance evaluation/appraisal • In line with establishment's strategic objectives (Any 2 × 1)	• Annual, formal process • Employees' work performance is judged • By supervisor • Measured against given standards/criteria • Scored and rated • Influences the bonus (Any 2 × 1)

(4)

3.7
- Determine performance requirements
- Select appropriate method
- Train supervisors
- Keep employees informed
- Evaluate according to job standards
- Give feedback
- Develop future performance goals

(Any 3 × 1) (3)

3.8
- Social marketing is marketing designed to create social change, not to directly benefit a brand
- Social marketing sells a behaviour or lifestyle that benefits society, to create the desired change, not to sell the product
- Social marketing aims to influence behaviours that benefit individuals and communities for the greater social good
- The goal of social marketing is to deliver competition-sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable
- Social marketing wants to develop long-term behaviour change in target populations, which may not involve purchasing a product✓✓
- Social media today is mostly advertised through social media platforms, to reach large volumes of people
- It is commonly used to promote issues of health and safety, which may include the following: promoting healthy eating habits, promoting regular exercise, practicing good hygiene practices at all times – like promoting the washing of hands
- It can also promote environmental awareness – e.g., save paper, save the planet
- It also addresses social activism like fighting against abuse, inequality, etc.
- In hotels, they usually encourage guests to use towels sparingly, to save water – 'Water is a precious resource, lets save it by using towels sparingly'

(Any 5 × 2) (10)
[50]

QUESTION 4

4.1 Marketing is an organisational function that focuses on the provision of products and services to satisfy the needs of the consumer. (2)

4.2
- Product
- Price
- Place
- Promotion (4)

4.3
- Set realistic budgets
- Get budgets approved
- Identify risks upfront and put contingencies in place
- Get all employees' buy-in
- Have financial policies and procedures in place
- Continually track income and expenses to confirm budget status
- Reprioritise according to budget status if necessary
- If necessary, source other funding to supplement the budget to keep operations going

(Any relevant answers 6 × 1) (6)

4.4
- Advertising✓ – placing attractive adverts on different media platforms,✓ especially on social media platforms that people can easily follow, such as Twitter, Facebook, etc.✓
- Handing of pamphlets, advertising on billboards✓
- Promotion✓ – offering muffins for free when purchasing a certain number of cups of coffee,✓ competitions and discount on purchases, tasting of new coffee on promotion, etc.✓ (Any 6 × 1) (6)

4.5
- Consumer orientation is based on the organisation trying to satisfy the needs of consumers
- The organisation shapes its products and services based on the needs of consumers
- Fine dining is offered in upmarket restaurants to satisfy consumers
- Children menus are available in restaurants to satisfy the needs of families
- Children entertainment in restaurants are available so that children do not feel bored while the parents are enjoying their meal
- Food can be ordered and delivered at the door step (Any 4 × 2) (8)

4.6
- It enables the manager to estimate the quality, quantity and portion cost of the end product.
- It determines the quality and quantity of food commodities to be purchased.
- It is an important tool in the training of new staff members or replacement of production staff.
- It ensures that guests receive consistent quality and quantity.
- The ordering process is simplified and the estimated cost can be determined. (5 × 2) (10)

4.7
- All items are counted, weighed and marked.
- All portions of meat, fish and poultry are weighed and individually inspected.
- Cartons of fruit and vegetables are randomly opened and tested for quality and quantity, and all items are tested against purchase specifications.
- Invoice prices are compared with order sheets and signed by the receiving officer.
- All goods are recorded as received.
- Receiving control procedures are regularly checked. (Any 5 × 2) (10)

4.8
- Standardisation, reliability and accuracy
- Better file management
- Reduced float
- Allows the personnel to focus more on people-oriented tasks
- Allows the organisation to provide new services (Any 4 × 1) (4)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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