higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

(4090576)

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
APPLIED MANAGEMENT N6
TIME: 3 HOURS
MARKS: 200

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Start each question on a new page.
5. Use only a blue or black pen.
6. Write neatly and legibly.

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QUESTION 1

Read the following scenario carefully and answer the questions that follow within the *practical context* of the given situation.

Spur franchises have become an internationally recognised brand with over 290 local, and 40+ international restaurants in various parts of Africa, Mauritius, the Middle East, and Australasia.

The Spur Corporation provides head office support systems that include operations, marketing, procurement, information technology, accounting, and administration, amongst others.

The operation management teams visit each restaurant at least once a month to perform inspections and assess the restaurant operations against predetermined standards. This covers everything from food safety, operational efficiencies, and legal compliance amongst others.

The Spur Corporation aims to improve customer satisfaction and increase sales through product development, operational efficiencies, market research, advertising, sales promotions, and public relations. These support systems are available to all Spur Steak Ranch franchisees.

The franchisee induction training programme covers all areas of business operations.

[Source: *https://www.spurcorporation.com*]

1.1 Indicate whether the following statements are TRUE or FALSE by writing 'True' or 'False' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK. Give ONE reason for each FALSE answer.

1.1.1 Planning is when managers assess the future to devise action plans to achieve organisational goals.

1.1.2 Selection is the process of searching for candidates to fill positions.

1.1.3 Top management includes a CEO or a CFO.

1.1.4 Marketing management involves advertising and sales promotions.

1.1.5 Induction involves training of new franchisees on business operations.

1.1.6 Identifying corporate goals for the Spur Corporation is a tactical management function.

1.1.7 Spur Steak Ranches can use application software for stock control purposes.

1.1.8 Conceptual skill is the ability to view the organisation as a whole.

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1.1.9 Job specification involves the evaluation of an employee's work performance in a certain position.

1.1.10 The Labour Relations Act makes provision for the registration of trade unions and employer organisations.

(10 × 2) (20)

1.2 Answer the following questions in terms of a franchise:

1.2.1 Define *productivity*. (2)

1.2.2 Give reasons why you will encourage healthy work relationships between the employer and employees at Spur restaurants. (12)

1.2.3 What is the name of the act that regulates the maximum number of working hours for employees? (2)

1.2.4 Arbitration is a procedure to handle a dispute. Briefly explain the arbitration process. (4)

1.2.5 What is a budget? (2)

1.3 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–I) next to the question number (1.3.1–1.3.8) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	Performance criteria	A	inaccurate appraisal
1.3.2	Evaluated objective	B	trait-based
1.3.3	Performance appraisal problem	C	demeanour
1.3.4	Manner, behaviour	D	salaries
1.3.5	Innate	E	measurable
1.3.6	Quantitative	F	instrument-related problem
1.3.7	Time consuming	G	inborn
1.3.8	One-fits-all	H	timing-related problem
		I	execution problem

(8 × 1) (8)

[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1 The Spur needs to do performance appraisal do identify the training needs and promotion possibilities of their employees.

Discuss SIX guidelines to develop a performance appraisal system. (6 × 2) (12)

2.2 Write down the principles of a disciplinary procedure. (6 × 1) (6)

2.3 Name FOUR forms of disciplinary action an employer can take against an employee whose conduct is unacceptable at the restaurant. (4)

2.4 Discuss a job analysis under the following points:

2.4.1 Define *job analysis*. (2)

2.4.2 Name and discuss SIX methods to collect job analysis information. (6 × 2) (12)

2.5 Write down any FOUR elements of a manager's job description. (4)

2.6 Discuss FIVE workplace factors that can improve productivity at the Spur. (5 × 2) (10)

[50]

QUESTION 3

3.1 Briefly describe how a work study can be applied in the Spur kitchen to improve safety. (2 × 2) (4)

3.2 Discuss work measurement under the following points:

3.2.1 Define *work measurement*. (4)

3.2.2 Describe FIVE advantages of work measurement. (5 × 2) (10)

3.3 It is important that Spur takes all costs into consideration to work out the food cost.

Name SIX examples of fixed costs. (6)

3.4 Describe FOUR steps of performance evaluation. (4 × 2) (8)

3.5 Discuss performance evaluation techniques under the following headings:

3.5.1 Describe *work observation* and give an example. (2 + 2) (4)

3.5.2 Name FOUR other methods to collect job-analysis information. (4)

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3.6 Spur's marketing is influenced by external environmental factors.

Name and explain THREE ways in which the technological environment has an influence on Spur's marketing campaign. (3 × 2) (6)

3.7 Name FOUR administrative aids Spur can use as control measures. (4)
[50]

QUESTION 4

4.1 The Spur Corporation aims to improve sales.

Describe how Spur can use social media to do marketing. Substantiate your answer with examples. (4 × 2) (8)

4.2 Explain, with the help of an example, how the social environment can impact Spur. (2 + 2) (4)

4.3 Discuss why it is important to keep within the boundaries of an approved budget. (6 × 2) (12)

4.4 Write down FOUR criteria to consider when selecting suitable suppliers. (4)

4.5 Explain why it is important that the chefs at Spur restaurants follow standardised recipes. (4)

4.6 Briefly discuss NINE financial and production advantages of using standardised recipes. (9)

4.7 Describe the THREE stock-usage levels at the franchise. (3 × 3) (9)
[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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