higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

JUNE EXAMINATION

APPLIED MANAGEMENT N4

14 JUNE 2014

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Organisation	
	1.1.2	Guidance	
	1.1.3	Innovation	
	1.1.4	Planning	
	1.1.5	Coordination	
	1.1.6	Control	
	1.1.7	Staffing	
	1.1.8	Departmentation	
	1.1.9	Rules	
	1.1.10	Resources	
			(10 × 2) (20)

1.2	1.2.1	D
	1.2.2	A
	1.2.3	F
	1.2.4	B
	1.2.5	E
	1.2.6	G
	1.2.7	I
	1.2.8	J
	1.2.9	H
	1.2.10	C

(10 × 2) (20)

1.3	1.3.1	True
	1.3.2	True
	1.3.3	False
	1.3.4	False
	1.3.5	False

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

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SECTION B

QUESTION 2

2.1 2.1.1

- Offers food, drink and accommodation.
- Some hotels are privately owned, others form part of large hotel groups.
- A variety of additional services can be on offer, depending on the type of hotel.
- Hotels usually provide 3 meals as well as tea and coffee.

2.1.2

- Usually provide only overnight accommodation.
- Guests usually stay for a limited amount of time.
- Restaurants are usually informal.
- Most motels operate a pub or bar.
- Additional services are limited.

2.1.3

- Usually privately owned and operated.
- Services usually limited, but of a high standard.
- The owner/s lives on the premises.
- Amount of staff usually limited.
- Breakfast and dinner usually catered for.

2.1.4

- Owner does not have to live on the property.
- Usually only breakfast served.
- Limited services

(4 × 2) (8)

2.2 2.2.1 Contract caterers provide food services to organisations and individuals on a rental basis. They can operate on the premises of the organisations renting their services, or they can work out of a centralised kitchen and deliver their products.

2.2.2 Contract housekeeping and cleaning services can also either operate on the premises or collect and deliver the items that needs cleaning, for example bed linen and towels. The cleaning team can also come in at a certain time and leave as soon as the cleaning tasks are completed. During peak season, additional staff can be hired.

(2 × 2) (4)

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2.3
- Planning gives direction and clarifies goals/objectives.
- Planning promotes co-operation between various departments and individuals.
- Planning compels managers to look to the future and to eliminate crisis management.
- Planning is important for effective utilisation of modern technology.
- Planning ensures co-ordination.
- Planning promotes stability.
- Planning involves a thought process/decision-making process.
- Planning is economical (saves time money/effort).
- Visualise possibilities, anticipate changes and make provision for uncertainties and contingencies. (5 × 2) (10)

2.4 2.4.1
- Also called long-term planning
- Top management mostly involved
- Not described in detail, but provides broad outlines
- Central planning with lifespan of 10 to 20 years
- Short term planning derived from long-term planning
- More flexible than short term planning
- For example, to increase revenue from 15–20% over the next 5 years

2.4.2
- Also called action planning or short term planning
- Concerns the daily activities
- Spans over approximately 12 months
- For example, hiring additional staff for high season

(2 × 4) (8)
[30]

QUESTION 3

3.1
- Uncertainty of the future makes planning difficult.
- Changes occur rapidly.
- Requires a substantial cost.
- The size of the organisation, the bigger an organisation, the more intricate and specialised planning becomes.
- The competence of the planner can be of crucial importance whether planning is successful or not.
- Planning can be exaggerated by too many reports and instructions without knowing the real value and reason for it. (5 × 2) (10)

(Students might have barriers of their own which can be evaluated by the marker.)

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3.2 3.2.1 Pro-active planning (1)

3.2.2 Unforeseen crises are bound to happen in this industry – there might be a shortage of supplies, there might be a lack of resources and should this happen, the guests would still want the service that they expect.

Managers must have a back-up plan for the smooth functioning of their establishments should unforeseen circumstances occur. The workers will look to the manager for guidance and alternative action plans and then there is no time of the manager to work out a strategy, it should already be in place. (3)

3.3 3.3.1
- Orders are given only to subordinates by their immediate superior. Levels in the line of command cannot be skipped.
- Only one person issues commands, thus unity of command exists.
- There is a limit on the number of people who can receive orders directly from one person, thus the span of control is limited.
- The authority and responsibility of each employee is clearly stipulated (4)

3.3.2
- This system is very simple and uncomplicated.
- Unity of command exist – people know exactly who they will receive their orders from.
- Authority, responsibility and accountability in the organisation are very specific.
- It promotes fast decision making.
- It is more economical because of its simplicity. (4)

3.3.3 Line and staff organisation structure
Functional organisation structure (2)

3.4 3.4.1 A
3.4.2 C
3.4.3 B

(3 × 2) (6)
[30]

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QUESTION 4

4.1 Delegation takes place on a person-to-person basis in an organisation. It is not necessarily permanent. For example where the chef asks the kitchen cleaner to make sure the equipment is serviced. (any relevant example)

Decentralisation takes place on an organisational level and on a permanent basis. For example when the hotel becomes too big, the duties of managing the restaurant will entirely be given over to the restaurant supervisor so that the F&B manager can spend more time on other planning and managing. (any relevant example) (2 × 2) (4)

4.2 4.2.1 Allocation of tasks to employees (subordinates/-workers). The issuing of work assignments from top level to lower level.

4.2.2 Making decisions and solving problems. The manager must make consider alternatives and use sound judgement in solving problems. Choosing a specific plan of action in order to solve a problem.

4.2.3 The transfer of a message, verbal or non-verbal, between a sender and a receiver with regard to the activities or relations between staff in the organisation. The issuing of commands, handling of complaints, provision of information etc.

4.2.4 The desire an individual has to perform a specific task in order to satisfy a need. Motivation comes from within a person and thus a manager cannot motivate another person, but can encourage the employee to satisfy the desire or need he or she has. The internal driving power which leads our actions.

4.2.5 The improvement of attitudes, knowledge and skills of the workers for better performance in their work and for them to move forward and be able to be promoted.

(5 × 2) (10)

4.3
- By motivating the employees and establishing a good working climate and atmosphere.
- By listening to the employees and focussing on their needs. Effective communication must take place.
- By developing the personnel and sending them on training.

(Consider the student's answer and award marks accordingly.) (4)

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4.4 Overloading of communication. Too many messages or insufficient information.
Prior information, prejudices or pre-conceived ideas about the sender or the information.
Language differences – different meanings in various culture groups.
Clashing personality of communicators can lead to conflict and power struggles which will be negative for communication.
Human deficiencies, where people ignore information on purpose which conflicts with their own opinions.
Credibility of the source – who communicates what information. Only a credible source should portray the information.
Lack of interest in the message can cause the employees to ignore and reject the message.
Differences in status levels between employees and employers can negatively affect the success of the message.
Conflict and emotions such as fear of the manager may prevent the employee to ask for clarity when a message is not properly understood.
The lack of feedback from the receiver is a major reason for poor communication. (5 × 2) (10)

4.5 His hierarchy of need theory is based on individual needs. He has identified lower level and higher level needs and is based on the fact that an individual's lower level needs must first be met before his/her higher level needs can be satisfied. (2)
[30]

QUESTION 5

5.1 5.1.1
- A low worker's morale and poor motivation.
- Clashing personalities of some of the employee.
- Poor relations between individuals and departments as a result of an incident.
- Exaggerated emphasis on the importance or urgency of own tasks.
- Poor planning and/or organising.
- Poor communication between individuals and departments can lead to ignorance regarding the importance and advantages of cooperation.
- Individuals or departments can be incompetent and unwilling to implement and use new methods, procedures and equipment.

(5 × 2) (10)

5.1.2
- Top level management
- Middle level management
- Worker level

(3 × 2) (6)

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5.2
- Housekeeping department
- Food and beverage department
- Front office
- Maintenance
- Reception
- Finance

(4)

5.3
5.3.1 C
5.3.2 A
5.3.3 B

(3 × 2) (6)

5.4 It is management style where the subordinates send a signal to the manager only when his attention is required. Thus, no signal means his attention is not necessary. A large portion of control is delegated to the lower levels of management and workers.

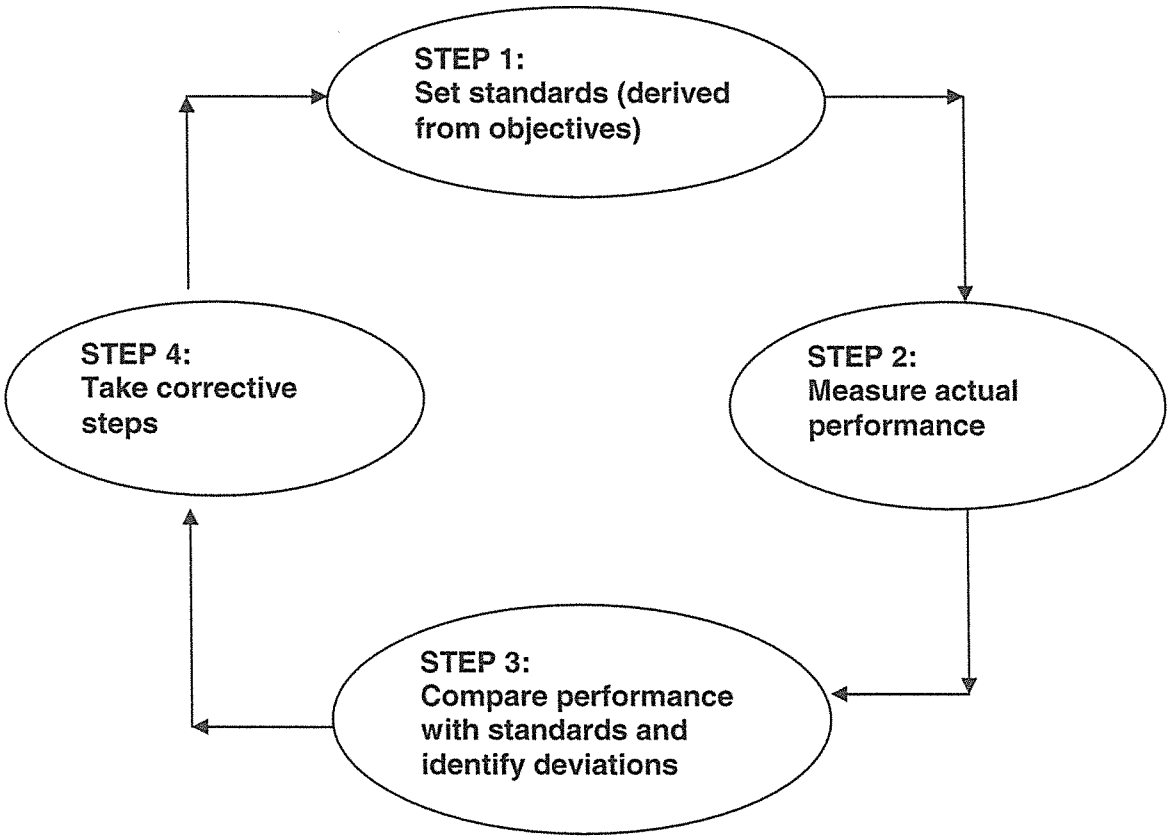
It is an effective style when there are capable and responsible lower level managers whom can be trusted with their management abilities. It gives them a chance to exercise their management skill and makes them feel worthwhile. It then gives you, the manager more time to spend on other important tasks.

(3 + 1) (4)
[30]

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QUESTION 6

6.1



(4 × 2) (8)

6.2 6.2.1 Profits are projected from previous and estimated sales, costs and expenses.
Planning is facilitated because there is a forecast and projection of the future standing of the organisation.
Management have a better understanding of their personal contributions and responsibilities.
Taking preventative steps can control problems and variables.
Physical resources can be used in a more productive and economical way.
Coordination and cooperation between the different departments and sections are increased.
Economical methods save money by preventing waste. (4 × 2) (8)

6.2.2 The budget can be used as a holy law instead of an aid.
If management compiles a poor budget to start off with, it will have a negative influence on the organisation.
Budgets can sometimes encourage spending instead of saving.
Growth may be inhibited because attention is focused on previous achievements, instead of on present performance. (2 × 2) (4)

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6.2.3 Step 1 – Record all sources of income.
Step 2 – Classify all items of expenditure.
Step 3 – Relate activities to previous records of business.
Step 4 – Set priorities and make firm decisions.
Step 5 – Explain the information included in the budget document.
Step 6 – Utilise the budget. (6)

6.3
- To be able to determine the size and value of the stock on hand.
- To be able to keep enough stock to meet the demands.
- To make sure the stock on hand is of the correct quality.
- To exercise control over the price of stock.
- To eliminate an "out-of-stock" situation. (4)

[30]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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