higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

14 JUNE 2018

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1 1.1.1 A
1.1.2 C
1.1.3 C
1.1.4 B
1.1.5 A

(5 × 2) (10)

1.2 1.2.1 Commercial sector that offers quick and inexpensive snacks and drinks to people who do not require an elaborate meal

1.2.2 Bringing about new changes or ideas

1.2.3 Sequence of actions linked together to ensure that necessary adjustments are made

1.2.4 Provides a service without necessarily having to make a profit, but delivering a service within a given budget

1.2.5 Mainly the daily activities of the enterprise which has life span of approximately one year

1.2.6 Anticipating change in a business rather than waiting to react after changes have occurred

1.2.7 Plans to achieve set objectives

1.2.8 The integration of objectives and tasks at all levels of all departments or functions, which will enable the organisation to function as a unit

1.2.9 Systematic process whereby managers compare the actual performance with plans, standards and objectives, and bring about adaptations when deviation occurs

1.2.10 Refer to the input-output ratio within the organisation

1.2.11 Limits that define the areas of freedom of action

1.2.12 Mutual defining of goals and objectives by both a subordinate and the superior

1.2.13 Refer to an aspect such as a market share relatively to that of competitors within the same market segment

1.2.14 It is a method of spreading rumours in an organisation

1.2.15 The scope which the worker is allowed to plan and organise autonomously and to perform at own pace

(15 × 2) (30)

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1.3 1.3.1 B
1.3.2 D
1.3.3 A
1.3.4 E
1.3.5 G

(5 × 2) (10)

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1
- Gives direction and clarify goals/objectives
- Promotes co-operation
- Compels managers to look to the future
- Important for effective utilisation of modern technology
- Ensures coordination
- Involves a thought process/planning is a decision making process
- Economical/saves time, money and effort
- Ongoing process and not only for new organisations

(Any 6 × 2) (12)

2.2
- Top management is mostly involved with strategic planning and spends most of their time formulating plans to guide the organisation into the future.
- Planning periods vary between two to thirty years, depending on the nature of the organisation.
- Strategic planning plans for the enterprise as a whole and should constantly be revised to provide for changes in the environment.
- Long-term planning is not described in detail, but only provides broad outlines.
- The resources are used to identify risks and threats in the environment.
- Management tries to deploy the resources and skills of the organisation to ensure the profitable survival of the organisation.
- Strategic planning is more flexible and adaptable than short-term planning.

(7 × 2) (14)

2.3
- Forecasting
- Determining objectives
- Following the policy guidelines
- Programming
- Scheduling times for activities
- Getting procedures in place
- Following the budget (Any 4 × 1) (4)

2.4
- Some individuals are in control and therefore give orders by others.
- An orderly pattern of behaviour is established with people identified as managers and subordinates.
- The communication style of leaders is determined by their level of authority.
- Division of labour takes place.
- A successful organisation structure is dynamic and should be able to change and adapt to current conditions. (5 × 2) (10)

2.5
- The variety of activities in an organisation
- Growth of organisation
- Span of attention
- Span of knowledge
- Span of time
- Span of energy
- Span of personality
- Nature of the work
- Management methods
- Training of the staff (Any 5 × 1) (5)

2.6
- Knowledge and skills of experts can be better utilised.
- Less chance for incorrect decisions as a result of too little information.
- Duplication of functions can be decreased.
- No need for extensive control procedures.
- A strong coordinating top management can be developed. (5)

[50]

QUESTION 3

3.1
- Situational leadership style✓
  Leadership depends on the situation on hand – favourable, unfavourable or moderate✓
- Personal behaviour leadership style✓
  The behaviour of a leader is emphasised – it is adaptable and leader acts appropriately in each situation✓
- Work- or worker-centred leadership style✓
  Focuses on task performance and achievement✓
- Personal leadership style✓
  Close relationship between leader and group members/motivation and leading takes place on a personal level✓
- Democratic leadership style✓
  Participation and utilisation of ideas of group members✓
- Autocratic leadership style✓
  Leader makes all decisions due to authority and assumption that he knows all✓
- Paternalistic leadership style✓
  Fatherly influence between leader and group/protects and takes care of the subordinates✓
- Indigenous leadership style✓
  Informal leader due to expertise one has and able to influence others in a group✓ (Any 5 × 2) (10)

3.2
- Broadens field of knowledge
- Encourages people to share information with one another
- Improves personal effectiveness
- Improves interpersonal relationships
- Facilitates the identification of problems and grievances. (Any 2 × 1) (2)

3.3 Vertical division of labour refers to the introduction of the lines of authority and describes the different levels that form the vertical organisational structure. (2)

3.4
- A low morale amongst workers and poor motivation by managers
- Clashing personalities of some employees
- Poor relations between individuals and departments
- Exaggerated emphasis on the importance or urgency of own tasks
- Poor planning and/or organising
- Poor communication between individuals and departments
- Incompetence of individuals and departments (6 × 2) (12)

3.5 3.5.1 Resources are the means available to management to achieve their objectives (2)

3.5.2 Capital – money in the business, human resources – receptionist, etc. (Any relevant example) (1)

3.6
- Self-confidence and the tendency to behave as extrovert
- Above – average intelligence
- Dynamic appearance and charismatic behaviour
- Adaptability, good communication and social skills
- Specific ability to co-operate and organise (5 × 2) (10)

3.7 3.7.1 The control of physical resources includes aspects such as stock control, quality control and control over equipment.

3.7.2 Control over human resources includes orderly selection, placement of staff, efficient training and personnel development as well as effective performance evaluation and remuneration.

3.7.3 Control of information resources includes accurate market forecasts and thorough studying of the environment and economic forecasts.

3.7.4 It includes control over cash flow, debtors, budgets, sales, production costs, market share and other activities.

(4 × 2) (8)

3.8
- Consider the needs of every section of the organisation and look for non-essential expenditure.
- Decide whether specific items can be obtained at lower costs.
- Make provision for maintenance, equipment and development of personnel. (3)

[50]

QUESTION 4

4.1
- Complexity✓ – a complicated system requires more people and therefore will increase costs.✓
- Costs✓ incurred by control should never exceed the advantages gained from it.✓
- Goal frustration✓ – policies, procedures and rules should aid the achievement of the objectives of control and organisation.✓
- Excessive control✓ can lead to frustration amongst workers, excuses, greater labour turn over, dishonesty and suppression of initiative.✓
- Feedback✓ mostly comes in the form of quantitative information concerning costs, quantities, ratios and percentages.✓
- Remote control✓ – the responsibility for control should be implemented at the required level.✓ (6 × 2) (12)

4.2
- Compensate persons who report theft
- Proper records of all items
- Good relationship between management and workers
- Punishing employees for committing theft
- Reward good performance
- Checking bags and packages of employees when leaving premises
- Install CCTV
- Tag and bar code items
- Conduct an awareness about theft (Any applicable 4 × 1) (4)

4.3
- Kitchen✓ – effective food production, quality meals✓
- Dining room/restaurant✓ – excellent service to clients, welcoming atmosphere✓
- Reception✓ – sells accommodation, friendly services✓
- Housekeeping✓ – clean rooms and public areas✓ (4 × 2) (8)

4.4 Interpersonal communication refers to the communication between a supervisor and a worker or two supervisors✓✓ whereas organisational communication refers to communication that is usually from top downwards and generally involves policies, procedures, rules, regulations, grievances, etc.✓✓ (4)

4.5
- Serve well-garnished plates
- Friendly services
- Providing what customers requested
- Serve with friendly smile
- Provide beyond customer expectation
- Follow organisational rules when offering service (Any applicable 3 × 1) (3)

4.6
- Chef✓ – responsible for preparing and cooking food✓
- Waiter✓ – responsible for serving food✓
- Front office personnel✓ – responsible for welcoming clients, making bookings etc.✓
- Food and beverage manager✓ – responsible for managing food and beverage service✓
- Housekeeping manager✓ – manages staff responsible for cleaning rooms✓ (Any applicable 5 × 2) (10)

4.7
- Hospitality sector that offers accommodation for smaller groups of people
- Offers standard service
- Caters for overnight visitors, day tours or weddings
- Mostly privately owned and operated
- Limited staff performing different tasks
- Can offer breakfast and supper
- Owner lives on premises (Any applicable 5 × 1) (5)

4.8
- Purchase costs
- Costs of carrying stock
- Administrative costs (3)

4.9 Directing is the allocation of tasks to subordinates. (1)
[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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