higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

6 JUNE 2019

This marking guideline consists of 8 pages.

Copyright reserved

SECTION A

QUESTION 1

1.1
1.1.1 A
1.1.2 D
1.1.3 D
1.1.4 B
1.1.5 C

(5 × 2) (10)

1.2
1.2.1 C
1.2.2 A
1.2.3 B
1.2.4 F
1.2.5 D

(5 × 2) (10)

1.3
1.3.1 Manages the food outlet, including restaurant and kitchen, depending on the size of the organisation

1.3.2 Deals with all employee matters, including leave, training, hiring, etc.

1.3.3 Welcomes guests and creates a friendly and relaxing atmosphere

1.3.4 Prepares/cooks food in the kitchen

1.3.5 Controls income and expenditure, and prepares balance statements for the auditors

(5 × 2) (10)

1.4
1.4.1 Airline
1.4.2 Army/defence force
1.4.3 Railway
1.4.4 Maritime/marine
1.4.5 School catering

(5 × 2) (10)

1.5
- Light food prepared by cook chill/cook freeze method for people travelling in airplanes
- Catering for army and not meant for commercial purposes
- Meals prepared for people travelling by train
- Meals prepared for people travelling by ship
- Catering meant for school pupils can be sponsored by government (5 × 2) (10)

[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1 Predetermined goals are planned and specify the necessary actions and alternative actions that management should decide on. (2)

2.2
- Thorough knowledge of methods for achieving objectives
- Imagination, creativity and intuition
- Sound decision-making ability and judgement (3)

2.3
- Planning gives direction and clarifies goals.
- Planning promotes cooperation between various departments and individuals in an organisation.
- Planning compels managers to look to the future and helps to eliminate crisis management.
- Planning is important for the effective use of modern technology.
- Planning ensures coordination.
- Planning promotes stability in that it keeps up with rapid changes of the needs of the external environment.
- Planning is economical as it saves money, time and effort.
- Planning is an ongoing process in an organisation. (Any 5 × 2) (10)

2.4
- Formulate the goals
- Evaluate the organisation
- Scan the external environment
- Revise the organisation's goals
- Make strategic decisions if it is necessary to revise the goals
- Implement the strategic plan
- Control and measure the plan (Any 5 × 1) (5)

2.5
- Set clear objectives and instructions so that subordinates know exactly what is expected of them.
- Train subordinates to render excellent service and produce good quality work.
- Give the subordinates an opportunity to work without interference.
- Give regular feedback so that subordinates may know if they have performed the task correctly.
- Look after subordinates.
- Explain decisions and instructions.
- Act consistently to prevent conflict.
- Be honest with regard to behaviour and instructions. (Any 5 × 1) (5)

Copyright reserved

2.6
- Know his/her capabilities and strive towards personal improvement.
- Know the capabilities of subordinates and attempt to cater for their needs.
- Approach human relations objectively and in an unprejudiced manner.
- Keep the subordinates informed about changes in the organisation.
- Perform responsibilities in such a way as to set a positive example for subordinates.
- Convey job-related tasks to subordinates in a way that they understand to perform tasks correctly. (Any 5 × 2) (10)

2.7
- Overloading communication channels
- Prior information, prejudices or preconceived ideas about the sender
- Language differences
- Clashing personalities
- Human deficiencies
- Credibility of the source
- Lack of interest and trust in the messenger
- Status levels
- Conflict and emotions such as fear of the manager
- Lack of feedback (Any 5 × 1) (5)

2.8
- Top management is mostly involved with strategic planning and spends most of their time formulating plans to guide the organisation into the future.
- Strategic planning periods vary between 2–30 years depending on the nature of the organisation.
- Strategic planning is done 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.
- During strategic planning the resources are used to identify risks and threats in the environment that can be detrimental to the existence of the organisation.
- 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. (Any 5 × 2) (10)

[50]

QUESTION 3

3.1
- Harmonising
  Organising the activities to harmonise with the objectives of the organisation
- Synchronising
  Smooth functioning of the activities of the organisation (e.g. hotel) with the aid of activation and cooperation
- Integration
  The integration of the different functions to minimise duplication (3 × 2) (6)

3.2
- Administration or management of a food service unit
- Supervision of functional activities
- Performing functional activities, such as reception, storage, preparation and serving of food
- Additional services, such as laundering, clerical services, maintenance and repairs
- The services of computer specialists and microbiologists are sometimes required (5)

3.3
- Authority
  These are the rights and powers inherent in a position.
  This empowers the employee to give orders, manage, take decisions, act and exercise control to get the work done.
- Responsibility
  This is the obligation to carry out an order to the benefit of the organisation as a whole.
- Accountability
  This is the obligation to exercise responsibility, to give authority and to account for it. (3 × 2) (6)

3.4 Span of control refers to the number of subordinates that are managed by one person. (1)

3.5 3.5.1 Federal Hospitality Association of Southern Africa (1)

3.5.2
- Acts as a watchdog regarding new legislation for the hospitality industry
- Sets standards of performance and ensures that members adhere to these standards
- Creates employment and develops opportunities in the hospitality trade
- Assists members in providing services that are value for money (4)

3.5.3
- NHASA – National Hotel Association of South Africa
- SARA – South African Restaurant Association
- OGSA – Caterers Guild of South Africa
- FEDSAS – Federation of the South African Self-Catering Accommodation Industry
- ACSA – Associated Clubs of South Africa (5)

3.6 3.6.1 At fast food outlets food is prepared while the customer is waiting. (2)

3.6.2
- Commercial (1)
- They aim at making a certain profit while selling food to the public. (2)

3.7 3.7.1 Sole ownership – The enterprise belongs to a single person who operates it at own risk.

3.7.2 Partnership – Two, but not more than twenty people agree to contribute and invest in an organisation.

3.7.3 Company – It is a legal entity and different types of business are conducted under the name of the company.

3.7.4 Cooperative – It mainly operates as a service to its members, rather than exclusively making profits.

(4 × 2) (8)

3.8
- A worker's low morale and poor motivation
- The clashing personalities of some employees
- Poor relations between individuals and departments
- Exaggerated emphasis on the importance or urgency of a person's own tasks
- Poor planning and/or organising
- Poor communication between individuals and departments
- Incompetent and unwilling to implement new methods (Any 5 × 1) (5)

3.9
- There should be a clear objective and policy.
- Effective delegation of authority and responsibility should take place in departments.
- Effective communication channels and techniques must be used.
- Levels of coordination must be clearly defined.
- Participation of groups in planning and decision making should be encouraged.
- Different coordination aids, such as communication, committees, objectives, etc., should be used to improve cooperation.
- A healthy personnel policy should be applied and adapted whenever necessary.
- Provide sufficient time and production factors for employees to perform their tasks effectively. (Any 4 × 1) (4)

[50]

QUESTION 4

4.1
- An indication of a specific position.
- A characteristic of a specific person.
- A form of conduct. (3)

4.2
- People with specialised knowledge can also apply their knowledge in other functional areas.
- Effective service delivery can be improved. (2)

4.3
- The way food is served
- Friendly staff
- Well-groomed staff members
- The way things are packed/presented - in a certain order
- Product knowledge (Any applicable answer) (5)

4.4
- Menu should include local dishes
- Menu should be printed and presented clearly
- Staff should be well-trained and know the menu items
- Have specific menus for adults and for children
- Cater for different religions
- Pictures of dishes should be seen on the menu clearly (Any 5 × 1) (5)

4.5
- Cook orders perfectly.
- Serve orders on time.
- Provide beyond customers' expectations.
- Take care of guests and their well-being.
- Show appropriate actions and presentation. (Any applicable answer) (5)

4.6
- Dress code
- Working hours
- Conditions of work
- Reporting procedures
- Procedures in welcoming and serving guests
- Code of conduct (Any applicable answer) (5)

4.7
- Organising and creating an economically viable organisation that will meet specific objectives
- Financial planning and budgeting
- Asset, risk, inventory and security management
- Cash and profit management (4)

4.8
- Study the budget of the previous year and take into account any deviations that occurred.
- The objectives of the food service unit
- Statistics of sales, sales reports and other sales statistics
- The future operational policy of the enterprise
- National, regional and local economic conditions
- Sales and expenditure tendencies
- Menu prices, customer choices, portion sizes and food cost per portion
- Payroll information, e.g., number of employees, etc. in the organisation

(Any 5 × 1) (5)

4.9
- Purchase costs are the actual price paid for an article or food product that can also be compared to the input cost in production.
- Costs of carrying stock are the costs incurred through handling, administration, depreciation, insurance cost, electricity, damage, perishing and other risks of changes in price.
- Other costs may include administrative costs, such as salaries, telephone bills, paper work, quality control and inspection.

(3 × 2) (6)

4.10
- Profits are projected from estimated sales, costs and expenses.
- Planning is facilitated, because there is a forecast of the future standing of the organisation.
- Management has a better understanding of their personal contributions and responsibilities.
- Taking preventative steps can control problems and variables.
- Physical resources, such as machinery and equipment, can be used in a more productive, economical way.
- Coordination and cooperation between the different departments and sections are increased.
- Economical methods save money by preventing waste. (Any 5 × 2) (10)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

Copyright reserved