higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

26 NOVEMBER 2019

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	C		
	1.1.2	D		
	1.1.3	B		
	1.1.4	A		
	1.1.5	D		
			(5 × 2)	(10)
1.2	1.2.1	E		
	1.2.2	D		
	1.2.3	A		
	1.2.4	F		
	1.2.5	C		
			(5 × 2)	(10)
1.3	1.3.1	True		
	1.3.2	True		
	1.3.3	True		
	1.3.4	False		
	1.3.5	False		
			(5 × 2)	(10)
1.4	1.4.1	Reorder level		
	1.4.2	Short-term planning		
	1.4.3	Feedback		
	1.4.4	Job enrichment		
	1.4.5	Fast food		
	1.4.6	Encoding		
	1.4.7	Self-actualisation		
	1.4.8	Departmentation according to function		
	1.4.9	Functional organisation		
	1.4.10	Partnership		
			(10 × 2)	(20)
				[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1 2.1.1

- Formulate messages clearly and directly.
- Plan the communication thoroughly.
- Messages must be formulated with the receiver's ability in mind.
- Repetition of messages is helpful to reduce faulty decoding and selective recall.
- Feedback should be encouraged.
- Follow-up procedures are necessary to determine whether the message has been received and understood correctly.

(Any 5 × 1)

2.1.2

- Stop talking.
- Find areas of interest in what the speaker is saying.
- Use of empathy in communication.
- Recognise your prejudices.
- Be aware of trigger words.
- Resist distractions.
- Learn to concentrate.
- Lack of motivation can lead to poor listening skills.
- Be a critical listener.
- Control your anger.
- Listen for ideas.
- Ask questions.
- Make sure that you understand by repeating information.
- Be flexible.
- Exercise your mind.
- Use your thought speed to your advantage. (Any 5 × 1)

(2 × 5) (10)

2.2

- Communication with the market, which includes advertising, sales promotion and personal sales.
- The public relations department of the organisation handles communication with the public.
- Relations with the government.
- The personnel department handles labour relations.
- Communication with shareholders and the business community by means of annual reports. (Any 2 × 1) (2)

2.3

- Identify and define the problem.
- Collect relevant information.
- Determine objectives for decisions.
- Develop alternative solutions.
- Evaluate the alternative solutions.
- Choose the best alternative.
- Implement the decision.
- Evaluate the results. (8)

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2.4
- Planning gives direction.
- Planning promotes cooperation.
- It is important for the effective utilisation of resources.
- It compels managers to plan for the future.
- It promotes stability.
- It ensures coordination. (Any 5 × 1) (5)

2.5
- Uncertainty about the future makes planning difficult.
- Changes occur at an increased pace.
- Good planning requires considerable costs.
- The size of the enterprise and intricate operations require particular insight and initiative to plan.
- The efficiency of the planner will be determined by the ability to see a situation in perspective and evaluate it.
- Planning can be exaggerated by too many reports and instructions without any practical value. (Any 5 × 2) (10)

2.6
- Objectives should be clearly defined as they are important guidelines for the enterprise and will contribute to harmony amongst staff.
- Plans should be simple, so everyone involved can understand.
- Available resources should be fully utilised before new methods are considered.
- Plans should be flexible to adapt to changing circumstances.
- People involved in the execution of plans, should understand and accept it.
- Plans should be concrete, specific and achievable.
- Planning should be implemented throughout the enterprise.
- Plans should indicate the methods and procedures to achieve set goals.
- The best plans for the achievement of goals should be chosen.

(Any 5 × 2) (10)

2.7
- Launch advertising campaign.
- Take casual workers on holiday.
- Extend the operational hours.
- Change the menu.
- Add services based on customer demands. (5)

[50]

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QUESTION 3

3.1 Line organisational structure (1)

3.2
- Orders are given to subordinates only by their immediate superiors. 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 persons who can receive orders from one person (span of control is limited).
- The authority and responsibility of each employee is clearly stipulated. (4)

3.3
- The system is very simple.
- Unity of command exists.
- Authority, responsibility and accountability in the organisation are very specific.
- It promotes fast decision-making.
- It is more economic because of its simplicity. (5)

3.4 Wide. Each department is accountable and responsible for controlling itself. (1 + 2) (3)

3.5
- Need for achievement
- Need for affiliation
- Need for power (3)

3.6
- 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.
- There is no need for extensive control procedures.
- A strong coordinating top management can be developed. (5)

3.7
- Set standards.
- Measure actual performance.
- Compare performance with standards and identify deviations.
- Take corrective steps. (4 × 2) (8)

3.8
- Complexity. A complicated system requires more people and will therefore increase costs.
- Costs incurred in 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 also those of the organisation.
- Excessive control can lead to frustration amongst workers, excuses, greater labour turnover, 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. (Any 5 × 2) (10)

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3.9
- No unauthorised access to be permitted in the storeroom.
- Stocktaking should be done regularly.
- Handbags of employees should be searched.
- Install CCTV cameras.
- Install burglar proofs in the storeroom.
- Establish good relations between employees and management.
- Install security alarms.
- Employ security officers. (Any 5 × 1) (5)

3.10
- Each employee can be allocated specific tasks.
- Set target times for the tasks. (Any applicable answer) (2)

3.11
- Job depth refers to the scope with which the worker is allowed to plan and organise autonomously and to perform it at own pace.
- Job scope refers to the different types of tasks that should be done.

(2 × 2) (4)
[50]

QUESTION 4

4.1
- Developing food systems
- Operating food systems
- Improvement of food systems.
- The ability to offer people what they demand
- The ability to prosper in current economic and social conditions
- The ability to adapt to people's needs or constantly changing circumstances. (Any 5 × 1) (5)

4.2
- Administration/management of food service unit
- Supervision of functional activities
- Performing functional activities such as reception and storage
- Additional services such as laundering, clerical services
- The services of computer specialists (5)

4.3
- Be punctual and honour working hours.
- Always wear appropriate safety gear in the kitchen.
- The customer is king and should be treated with respect.
- Keep workstation and premises clean at all times.
- Practise a high standard of hygiene. (5)

4.4
- Fast-food restaurant – food that is prepared quickly while the customer is waiting, ready to be consumed, served at the counter.
- Full-service restaurant – customers order food, sit down and wait for their order to be prepared, waiters serve the guests, no limited time to sit in the restaurant. (2 × 3) (6)

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4.5 4.5.1
- Offers accommodation for small groups.
- Standard usually first class.
- Caters for overnight visitors.
- Privately owned and operated.
- Staff usually limited.
- Breakfast and supper mostly catered for.
- Owner lives on the premises. (Any 5 × 1)

4.5.2
- Offers food, drink and accommodation.
- Offers additional services.
- It aims at making a profit.
- Some services, like laundry, can be contracted out.
- Some operate as part of hotel chain groups.

(2 × 5) (10)

4.6
- Managers in different sections
- Bar tenders
- Waiters
- Housekeepers
- Porters
- Receptionists (Any 4 × 1) (4)

4.7
- Determine the objectives based on policy
- Horizontal division of labour
- Delegation of authority
- The coordination of activities
- Control over various activities (5)

4.8
- Overloading of communication channels can lead to misunderstanding.
- Prior information, prejudices or preconceived ideas about the sender or information.
- Language differences, which may include words with different meanings used in communication.
- Clashing personalities can lead to conflict and power struggle.
- Human deficiencies, such as ignoring information.
- Credibility of the source influence, whether or not the message is acceptable. (Any 5 × 2) (10)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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