higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

APPLIED MANAGEMENT N4

14 NOVEMBER 2016

This marking guideline consists of 8 pages.

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QUESTION 1

1.1 1.1.1 True

1.1.2 True

1.1.3 False - Organisational structure/organogram

1.1.4 False – Residential establishment

1.1.5 False – Technical skill

1.1.6 True

1.1.7 False – Expert authority/coercive power uses threats to manipulate behaviour

1.1.8 True

1.1.9 False – Upward communication

1.1.10 True

(10 × 2) (20)

1.2 1.2.1
- Short term planning has to do with daily activities at the hostel like planning the meals.
- This planning can be for a day, week or month to one year.

(2 + 2) (4)

1.2.2 Functional planning includes the activities of middle management to achieve goals of a specific department or function. It may be functional goals derived from strategic goals for e.g. the finance or admin department. They are also called tactical plans due to its short term nature. (6)

1.2.3 A partnership is an extension of sole ownership. Two or up to twenty people can form a partnership. It is not a legal entity and partners are jointly and individually responsible for all debts and liabilities. (4)

1.2.4 Communication is the transfer of verbal or non-verbal messages from a sender to a receiver. (4)

1.2.5 This does not mean to criticize each word negatively; it means you need to listen to information objectively and rationally in order for you to understand the information and ask sensible questions (2)

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1.3 1.3.1 E
1.3.2 D
1.3.3 B
1.3.4 A
1.3.5 C

(5 × 2) (10)
[50]

QUESTION 2

2.1
- Food services: Breakfast, lunch, dinner or room-service
- Drinks: Non-alcoholic to alcoholic beverages served in their restaurant/bar
- Accommodation: Rooms to sleep in with room service
- Reception: Registration of guests and providing to their needs
- Other services: Entertainment/ tours, swimming/gym or conference facilities (5 × 2) (10)

2.2 They provide food service on a contract (rental) basis to a business. For example Fedics Food services can operate on the premises of a hospital or deliver pre-packed meals from their central kitchen to a business like South African Airways. (4)

2.3
- Planning gives direction to objectives and reduces risks
- It promotes cooperation/coordination between departments like finances and admin
- It compels management to make future plans to prevent crisis management
- It helps to ensure that the resources of the business is effectively used
- It promotes stability so a business can adapt to changes in the environment
- Proper planning is important for effective decision making
- Proper planning can save money, time and effort (5 × 2) (10)

2.4
- Job scope refers the different types of tasks that should be performed. If there is limited job scope the worker will repeat tasks frequently and the work can become boring e.g. a cleaner.
- Job depth refers to a wider job scope where a worker can plan and organise own tasks making the job more interesting for example a manager who performs diverse tasks. (3 + 3) (6)

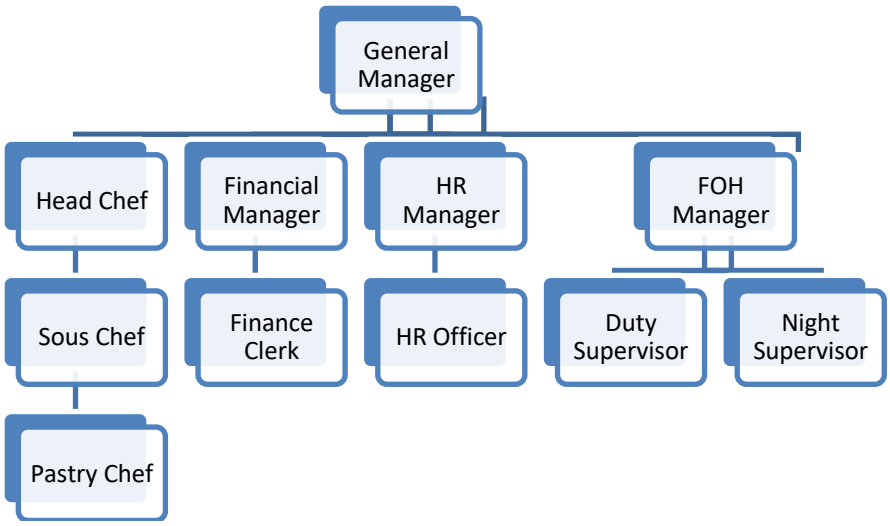
2.5 2.5.1 Vertical work division refers to the authority lines on the different levels in the organisational structure like worker level, middle management level and top management level (3)

2.5.2 Horizontal work division groups the workers/jobs into more specific departments like finance staff into the financial department (3)

2.5.3
- Different jobs must be available in order to specialise and provide full-time employment
- Fixed amount of work, materials, products and technology should be available to staff (2 × 2) (4)

2.6 NOTE TO MARKER: Learners may swop the Human Resources and Finance managers around in the blocks as long as the subordinates are correctly identified for each manager

2.6



(10 × 1) (10)
[50]

QUESTION 3

3.1 Authority: The rights and powers inherent in a position e.g. a manager (2)

Authority empowers a manager to give orders, make decisions and apply control (2)

Responsibility is where authority is allocated. As a manager you have an obligation to do your work as per organisation instructions/job description (3)

Accountability is the obligation to exercise responsibility and authority (3)

3.2 3.2.1 Work or worker-centred leadership style
3.2.2 Democratic leadership style
3.2.3 Autocratic leadership style

(3 × 2) (6)

3.3 Policies, procedures, rules or budget, management practices or business manuals (4)

3.4
- Acknowledge individual differences and needs of staff members
- Set achievable goals for staff members
- All rewards must be suitable for staff members and related to work performance
- All rewards must be fair for all staff members
- Determine suitable financial remuneration for staff members
- Create a positive work environment e.g. job enrichment or job enlargement
- Worker participation in planning and decision-making is important for motivation
- Provide good leadership, guidance and feedback to workers on goals and achievements (5 × 2) (10)

3.5
- Identify and define the problem
- Collect relevant information
- Write down extent and objectives for problem
- Develop alternative solutions
- Evaluate alternative solutions
- Choose the best solution
- Implement the decision or solution
- Evaluate the results (10)

3.6
- Harmonising is organising activities to harmonise with objectives of the organisation
- All staff/tasks should focus on rendering excellent service on all levels
- Synchronising: Smooth functioning of activities by cooperation on all levels
- Ensure funds, resources and service operate according to objectives and budget
- Integration is cooperation of different functions like staffing, marketing and finances (10)

[50]

QUESTION 4

4.1
- Authority structure (wide or narrow span of control)
- Rules, policies and regulations
- Management practices (Training, Theory Z or PERT systems)
- Communication systems
- Vertical coordination (information systems)
- Lateral coordination (committees and task groups) (Any 4 × 1) (4)

4.2
- A clear policy and objectives that employees should understand must be in place
- Effective delegation of authority and responsibility should take place in the divisions
- Levels of coordination must be clearly defined
- Use participation of staff in planning and decision-making
- Use coordination aids such as communication, meetings and defined objectives
- Apply a good personnel policy when required
- Provide sufficient time and production factors to enable workers to perform work effectively (Any 3 × 2) (6)

4.3
- To ensure collective (work) effort is effective
- To check if actual performance agrees with plans/objectives
- Is required due to inherent faults of humans and product problems
- Control is important to check if changes have been correctly applied
- Managers are responsible to check the work delegated to staff
- Due to the complex and diverse tasks in businesses, control is essential
- Leads to standardised actions
- It prevents malpractices, theft and wastage
- Leads to and help with performance evaluation of staff (Any 5 × 2) (10)

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4.4
- Set standards based on objectives and methods to measure performance
- Measure actual performance (must be valid and reliable)
- Compare actual performance with set standards/objectives
- Take corrective actions to address problems (4)

4.5 4.5.1 MBO: Mutual setting of objectives by manager and subordinate. They set performance standards together for worker to achieve and achievement of objectives are measured by the control process

4.5.2 MBE: This control method indicates exceptions or deviations from set standards. If a deviation happens then management needs to remediate/address the situation

(2 × 3) (6)

4.6 4.6.1 Statement of planned income and expenses in terms of money, staff and equipment for a set time (4)

4.6.2
- Profits are projected from estimates sales, costs and expenses
- It facilitates planning due to forecasted future financial standing
- Management has better understanding of business activities/ costs and own responsibilities
- It can help to take preventative steps for control and overspending
- Can help to manage and use physical resources like machines more effectively
- Cooperation between departments can be increased
- Budgets are economical ways to save money and prevent waste (financial planning) (Any 3 × 2) (6)

4.7
- The aim of stock control is to determine the quantity, quality and value of stock
- It is important to know if there is enough stock to provide for the meals for students
- Stock is costly and the supervisor should be aware of current stock levels and stock losses
- Stock control helps the production system flow better and ensure better use of stock
- It can prevent an out-of-stock situation that would could be problematic at a hostel
- Stock control helps to ensure stock is always available and of good quality
- Stock control helps to ensure economical purchases (2 × 2) (4)

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4.8
- Purchase costs: Actual cost of buying stock like food for the hostel
- Costs of carrying stock: For handling, admin, insurance, damage or price changes
- Other costs: Admin costs for salaries/wages, phone expenses and quality control (3 × 2) (6)

[50]

TOTAL: 200

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