higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

5 JUNE 2018

This marking guideline consists of 7 pages.

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QUESTION 1

1.1.1 True
1.1.2 True
1.1.3 True
1.1.4 True
1.1.5 True
1.1.6 True
1.1.7 False – Informal communication method
1.1.8 True
1.1.9 False – Tactical functions OR First level management performs operational function
1.1.10 True

(10 × 2) (20)

1.2 1.2.1 Division of the market according to where customers are located

1.2.2 Manager and employee working together to set specific objectives for the employee to achieve

1.2.3 Burger King focusing on these customers to buy its food products (market focus) OR Group of customers most likely to buy their products

1.2.4 Number of times a business serves meals in a specific period (for example 24 hours)

1.2.5 Long-term budget set for capital expenses, for example financing a new outlet or building

1.2.6 Channel where grievances of employees can be heard and investigated fairly

1.2.7 Measures the time it should take a trained employee with the required knowledge and skills to perform a specific task at a specific tempo or in a certain period

1.2.8 Determines the minimum wage for jobs in certain industries

1.2.9 Evaluator inclined to award everyone (workers) an average point

1.2.10 Buying via agents and/or wholesalers, for example buying chicken products from poultry wholesalers

(10 × 2) (20)

1.3 1.3.1 E
1.3.2 C
1.3.3 D
1.3.4 A
1.3.5 B

(5 × 2) (10)
[50]

QUESTION 2

2.1
- Trade unions
- Employer organisations
- Industrial councils (3)

2.2 Department of Labour (1)

2.3
- Management has the right to take disciplinary steps against employees whose conduct is unacceptable or who have contravened work rules.
- The employee has the right to a fair trial and appeal against disciplinary steps that seem unfair.
- The procedure should focus on prevention, fairness and correction.
- The procedure is a guideline and may be adapted to handle diverse cases.
- The procedure should be in writing and be communicated to all workers.
- The procedure should not be discriminatory in any way.
- The procedure should be revised on a regular basis to be suitable for current situations. (Any 5 × 2) (10)

2.4
- Verbal warning
- Written warning
- Final written warning or suspension for a certain period
- Dismissal, termination of service or discharge (4)

2.5 Written document describing the duties of an employee in a specific position or job (4)

2.6 Criteria: Requirement
- Workplace: Kitchen
- Summary of duties: For example prepare, cook and package food for customers
- Responsibilities: Work in a team with other staff members and take orders for meals.
- Equipment: Fryer, coffee maker, bread toaster, et cetera
- Stock: Food stock like burgers, cheese, coffee and milkshakes
- Supervision: Report to manager or supervisor
- Conditions of employment: Work in noisy, hot, busy, small kitchen area
- Possible hazards: For example burns, electrical or fire hazards (Any 5 × 2) (10)

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2.7 2.7.1 Work-study can be defined as a scientific observation and analysis✓ of labour activities/work✓ as well as the material and equipment✓ and the conditions under which the job is performed.✓ (4)

2.7.2 To improve work methods✓ and standardise work time✓ by using work measurement✓ (3)

2.7.3
- Method study
- Work measurement (2)

2.7.4
- Material
- Work processes (of material)
- Work methods
- Work environment
- Labour methods
- Equipment
- Employee skills/training, et cetera
- Work content (types of duties) (Any 5 × 1) (5)

2.7.5 **NOTE**: Allow answer as long at the example relates to safety

- Work-study can be used to prevent accidents/injuries at the workplace.
- Ensure good ventilation, suitable temperature and safety precautions are in place when working with gas and electrical equipment.
- Sharp knives and other objects should be stored in a safe place.
- Ensure that all equipment is user-friendly and designed for safe use to prevent accidents. (4)

[50]

QUESTION 3

3.1 Step 1: Choice of work to be measured (new task or existing task)
Step 2: Record facts and movements of the task
Step 3: Measure task performance (observe time spent on each movement)
Step 4: Determine standard time and allow time for contingencies (4 × 2) (8)

3.2
- Provides facts for flow of movement in, for example, a kitchen
- Helps to determine the correct number of employees, machines or material needed
- It is a means of production control, for example preparing 60 sandwiches in 30 minutes
- Determines standard time for tasks and processes
- Determines cost and prices for project tenders
- Can serve as a basis for an incentive wage system, for example for piece work (Any 5 × 2) (10)

3.3 3.3.1 Personal preferences can influence an assessor when judging a worker, for example a manager who thinks that women do not make good managers may judge them to be inferior to their male counterparts. (2)

3.3.2 An assessor judges an individual according to the behaviour/attitude of a specific group. (2)

3.3.3 An assessor judges workers inaccurately; either too high or too low (underrate) on certain criteria. (2)

3.3.4 Assessors may associate different meanings with words like good, satisfactory or excellent leading to inconsistent evaluations between assessors if these are not clearly defined. (2 × 2) (4)

3.4
- A worker is placed in a simulated work environment to be evaluated on certain tasks.
- For example, a manager can give a receptionist or a cook certain tasks to complete.
- The manager then observes how they perform the tasks in the given time-frame. (3 × 2) (6)

3.5 Marketing focuses on the provision of services or products✓✓ to satisfy needs of customers✓ and to attract sales or new customers to the business.✓ (4)

3.6
- Product/Service:✓ Burger King prepares and sells quick take-away meals for customers.✓✓
- Place:✓ This Burger King is in Johannesburg.✓✓
- Price:✓ Their prices vary depending on the product type, for example burgers or milkshakes.✓✓
- Promotion:✓ Burger King mostly markets its products by means of television and print media.✓✓
  (Candidates can mention that they may sometimes offer specials on certain combos/meals.) (4 × 3) (12)

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QUESTION 4

4.1
- Advertising
- Promotions (specials)
- Personal sales
- Publicity (4)

4.2
- Technology: Any suitable example like innovations, software or new machines
- Economical: Inflation, exchange rate, interest rates, recession, consumer income, fiscal, monetary policies and foreign investments
- Social: Lifestyles, consumerism, buying habits, interests, opinions, activities, values and culture
- Physical: Natural resources, fauna and flora, roads, infrastructure, minerals and pollution
- Political: Legislation like taxation, import taxes, labour laws, export control, trade rules
- International: Trends, population changes, globalisation, imports/exports and trade agreements (Any 5 × 2) (10)

4.3
- Count and weigh all stock items received.
- Inspect all stock items for quality purposes.
- Open fruit cartons randomly and test for quality and quantity.
- Compare invoice (prices/totals) with order sheets.
- Receiving clerk must sign invoice after verification.
- Keep record of all goods received.
- Check receiving procedures regularly for improvements. (7 × 2) (14)

4.4
- Purchase correct quality and quantity of stock.
- Check if purchase price corresponds with the quality of the stock.
- Follow standardised recipes in production processes.
- The preparation method should follow economical cooking principles.
- Equipment must be standardised and accurate.
- The service method and portion measurements should be standardised and used by all service staff.
- Train all staff on the importance of portion sizes and costing. (Any 6 × 2) (12)

4.5 4.5.1 Menu planning, price setting, purchasing, receiving, storage, production, portion sizes and employee meals

4.5.2 Type of organisation services, labour hours, wages, salaries, production area, production methods, productivity and supervision

4.5.3 Maintenance, repairs, cleaning materials, energy cost (electricity/gas)

(3 × 2) (6)

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4.6
- Helps standardisation, reliability and accuracy
- Enables better file/document/data management
- Reduces float/cash flow (period between delivery and payment of goods)
- Releases staff to attend to people-tasks
- Helps to provide new services, for example centralised stock/reservation/financial systems (Any 2 × 2) (4)

[50]

TOTAL: 200

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