higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

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This marking guideline consists of 7 pages.

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QUESTION 1

1.1 1.1.1 True

1.1.2 False – Induction or orientation
OR Recruitment is the search for candidates to fill vacancies

1.1.3 True

1.1.4 False – Public relations
OR Marketing promotes the sales and products of the organisation. It deals with the product, price, place and promotion.

1.1.5 True

1.1.6 True

1.1.7 False – Internal communication
OR external communication will be e.g. with clients/suppliers

1.1.8 True

1.1.9 False – Human resources development
OR maintenance involves remuneration, promotion, et cetera

1.1.10 False – Job analysis
OR job specification gives required skills and experience for specific position.

(10 × 2) (20)

1.2 1.2.1 Involves using techniques like praise or a warning to influence the behaviour of an employee/subordinate to direct the behaviour towards achieving set goals or improve conduct

1.2.2 This communication takes place around the fixed organisational structure of the business, for example an HR officer liaising directly with the financial manager to organise a meeting.

1.2.3
- Management of relations, interaction and conflict between management and workers/labour
- It provides structures and procedures such as mediation or arbitration to deal with disputes

1.2.4 Overall financial budget that includes other budgets like e.g. operational, cash and capital budget

1.2.5 If an employee is injured during work hours or contracts a work-related disease, the employer is obliged to pay for medical expenses

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1.2.6 Observing employee's physical actions while performing a job function, for example when cooking or baking a cake

1.2.7 Testing (different tests) and secondly the diagnostic interview.

1.2.8 Description of categories of menu items served during each meal e.g. breakfast or lunch, etc.

1.2.9 It is used in process flow cards in a work study to indicate all the activities of the task

1.2.10 Current or potential market most likely to use/buy the product or service of the business

(10 × 2) (20)

1.3
- Weddings – couples getting married
- Seminars – for businesses or other organisations
- Fundraising events – businesses or community target markets (3 × 2) (6)

1.4
- To create awareness of her business and to draw new customers
- To inform current customers of events and menus that are on offer
- To increase sales to survive in a competitive market/ **OR** increase market share or customers (Any 2 × 2) (4)

[50]

QUESTION 2

2.1
2.1.1 E
2.1.2 A
2.1.3 D
2.1.4 B
2.1.5 C

(5 × 2) (10)

2.2
- Increases employee motivation, quality of work and job satisfaction
- Employees are informed of events/activities and aware of their responsibilities regarding the events
- Encourages open discussions and participation
- Encourages participative planning and better problem solving
- Reduces conflict and promotes better cooperation
- Can lead to better services, products and productivity in the business

(Any 5 × 2) (10)

2.3
- Management has the right to take disciplinary steps against unacceptable conduct of an employee.
- The employee has the right to a fair trial and appeal against disciplinary steps that may be viewed as unfair.
- The procedure should focus on prevention, fairness and correction.
- The procedure is a guideline and should be adaptable to deal with diverse cases.
- The procedure should be in writing, available and communicated to all staff members.
- The procedure may not be discriminatory in any way. All staff should be dealt with fairly.
- The procedure must be revised regularly and updated as the need may arise in order to be current. (7 × 2) (14)

2.4
- Manpower planning: Determine the right number and type of positions. Identify suitable qualities of employees required for each position.
- Recruitment, selection and placement: The correct procedures should be followed to ensure that the right person is recruited, selected and placed in a position suitable to his/her skills, interests and/or experience.
- Training and development: The company success is based on the ability of staff to perform jobs well. It is important to provide training to enable employees to perform to the best of their ability.
- Remuneration: Job analysis is important to determine the remuneration for the different job levels. Each job has a different function and level in the organisation and employees must be paid accordingly.
- Performance evaluation: Accurate standards should be developed to evaluate job performance.
- Safety and health: Information about the nature of a job will help to create a safe working environment.
- Career planning: Provide meaningful information to plan the careers and advancement of staff: (Any 5 × 2) (10)

2.5
- Job title
- Workplace
- Summary of tasks/duties or responsibilities
- Equipment/technology
- Stock/material
- Degree of supervision/reporting structure
- Conditions of employment
- Possible hazards
- Performance standards (Any 6 × 1) (6)

[50]

QUESTION 3

3.1 3.1.1 Use effective methods like automated production processes to prepare food or fill bottles, etc. It provides an organised tempo that improves work methods and hours.

3.1.2 A work study should identify safe work practices to prevent any accidents in the kitchen. Floors should not be slippery and there should be no fire hazards. Provision should be made for safety clothing and procedures during an emergency should be visibly displayed for all employees to see.

3.1.3 Ensures safe use of equipment, improved layout, economic use of space and machines that switch off automatically after a process is done.

3.1.4 The factory should use space, material, time, equipment and physical effort economically. If the physical design and work procedures are well-designed, it will save energy and increase productivity.

3.1.5 All movement and time should be used economically to improve productivity and efficiency in the factory.

(5 × 2) (10)

3.2 It measures the time it should take a trained employee✓ with the required knowledge and skills/experience✓✓ to perform a specific task✓ at an established tempo✓ in a certain situation.✓ (6)

3.3
- Provides facts for movement (economy) or the flow of activities/food preparation
- Helps to determine how many employees, type of equipment or material is needed for the job
- Provides a measure of production control, for example to prepare a certain number of sandwiches per hour
- Can help to determine standard times for tasks and processes (e.g. two sandwiches per minute)
- Can help to determine/calculate costs and prices for catering projects (e.g. for quotes)
- Can set a system for incentive wages for staff that produce more than other staff (piecework) (6 × 2) (12)

3.4
- Identify management talent in the business (for development)
- Identify future training needs for development purposes
- Identify shortcomings for remedial actions (like training or development)
- Identify abilities and skills for skills updating
- Offers opportunity to award achievements (awards, promotions or salary increases) (5 × 2) (10)

3.5
- Halo effect
- Generalisations
- Central tendency
- Strictness or leniency faults
- Personal prejudice or subjectivity
- Differences between assessors
- Overemphasis on age, experience and seniority
- Overemphasis on recent performance
- Standard setting (Any 6 × 1) (6)

3.6
- There should be enough resources in terms of skilled labour.
- There should be enough customers that live in the area to support the business.
- There should be suitable suppliers to buy goods from or to rent from for events.
- If price of petrol or resources are expensive in the area it will impact on her business.
- The environment should be clean and unpolluted especially when organising functions.
- It is important that the environment is safe for the staff and customers when organising events.
- The business should also take care to be environmentally conscious (reuse/recycle).
- Cost-effective packaging should be used to reduce waste and safe costs.

(Any 3 × 2) (6)
[50]

QUESTION 4

4.1 It is to get the right product/service✓ to the right place✓ at the right time✓ at the right price✓ and promotion/advertising✓ to the right customer✓ to remain profitable. (6)

4.2
- Advertising: Use regular ads in local newspapers, on her website and the radio (Not TV – too expensive)
- Promotions: Run promotions on certain meals or events and offer specials to draw clients
- Personal sales: Follow up with regular clients per e-mail/phone to market events/meals
- Publicity: Can sponsor a sports event or rent a stand during an event and gain media publicity (4 × 2) (8)

4.3
- Activities: If she knows what activities they like, she can organise these events, e.g. picnics
- Interests: Their interest in certain events or foods can help her to provide for their needs, for example if they prefer healthy food for a picnic/wedding or birthday, it is an area to grow the business
- Opinions: Opinions from new/current clients can provide new ideas and help her to improve (3 × 2) (6)

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4.4
- Goals of the organisation will determine types of meals offered.
- Guest needs, food trends and preferences will determine menu.
- Budget guidelines will determine the type of food to be offered on the menu.
- Production and service abilities of the organisation will determine menu offerings.
- Food availability due to market and seasons will determine menu items.
- The service style determines the type of menu, e.g. self-service/buffet style. (Any 5 × 2) (10)

4.5
- Purchase correct quantity and quality to prevent wastage and spoilage.
- The price must correspond with product quality to justify the cost.
- Use standardised recipes when preparing meals to ensure ingredients are used economically.
- Preparation methods should be economical and should not waste/reduce ingredients (cooked too long, etc.).
- All cooking equipment and utensils should be standardised and staff should use it correctly.
- Service methods and measuring portions should be standardised and staff should use these correctly.
- All staff should be trained and use the correct portion size to save costs and wastage. (7 × 2) (14)

4.6
- Open-market system
- Tender system
- Cost-plus purchasing
- Cooperative purchasing
- Centralised purchasing (5)

4.7 Application (1)
[50]

TOTAL: 200

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