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 False✓ – System software **OR** application software is the software used to perform certain computer tasks, e.g. Word (memo) or Excel (stock report).✓

1.1.2 False✓ – Variable cost as it changes depending on food needs **OR** fixed cost remains the same irrespective of production needs, e.g. monthly rent, municipal cost or salaries✓

1.1.3 False✓ – Reorder level **OR** minimum level is lowest quantity of items allowed in stock✓

1.1.4 True✓✓

1.1.5 False✓ – Social environment **OR** consumerism relates to the rights and protection of consumers in the market.✓

1.1.6 True✓✓

1.1.7 True✓✓

1.1.8 False✓ – Standard setting **OR** strictness or lenience fault is when assessors judge workers either too high or too low on tasks ✓

1.1.9 True✓✓

1.1.10 True✓✓

(10 × 2) (20)

1.2
- Manpower✓ e.g. the general manager✓
- Material✓ e.g. the food stock used to prepare food ✓
- Machinery✓ e.g. the computers, stoves, fridges, etc.✓
- Methods✓ e.g. serving food & offering accommodation✓
- Markets✓e.g. the guests/holidaymakers/visitors supporting the hotel✓
- Money✓ e.g. the income generated from guests and expenses for stock✓

(6 × 2) (12)

1.3 1.3.1 It is a recipe that produces a known/set quality and quantity of a dish and helps to control waste and costs.

1.3.2 It is a measurement of the time it takes a trained worker with the required knowledge, skills and experience✓ to perform a specific task at a specific or established rate or tempo✓

1.3.3 It has two steps to select workers: testing✓ and an interview✓

1.3.4 Human resources plan provides guidelines for staffing needs for the short, medium or long term for the business.

OR

It identifies current and future staffing needs for the hotel to ensure it can achieve its objectives. HR plan should be based on its strategic plan

1.3.5 Collective bargaining is the process where trade unions (worker representative bodies) negotiate with management to reach an agreement

1.3.6 A trade union is a permanent organisation created by workers to protect themselves in the work situation, to improve working conditions and standard of living by collective bargaining or other procedures like mediation

(6 × 2) (12)

1.4 1.4.1 Labour Relations (Act)
1.4.2 Arbitration
1.4.3 Management by Objectives

(3 × 2) (6)

[50]

QUESTION 2

2.1 2.1.1 Top level management (1)

2.1.2 Strategic function (1)

2.1.3 Recruitment, training, performance evaluation, maintain sound labour relations, marketing and financial management, etc.

(Any 2 × 1) (2)

2.1.4 Conceptual **AND/OR** human skills (1)

2.1.5 Downward communication (1)

2.1.6 Horizontal communication (1)

2.1.7 Diagonal communication (1)

2.1.8 Internal barriers
External barriers (2)

2.1.9 She will ensure that the financial report is formulated in easy-to-understand figures and financial graphs, so that the restaurant manager is able to make deductions from the report (2)

2.2
- Establish the nature of the conflict by finding out if it is personal or work-related. If it is work-related, it must be solved to satisfy both parties.
- Bring about direct contact between conflicting parties by a meeting to get suggestions for a possible solution to the problem.
- Ensure the guidelines for a conflict interview is followed, e.g. listen to both parties, do not choose sides, concentrate on the problem, not the people, explain meeting objectives, give opportunity for both parties to make suggestions and consider alternative solutions.
- Decide on a plan of action that both parties accept and can implement.

(4 × 2) (8)

2.3 2.3.1 Job analysis is the gathering of relevant information through observation✓ and the study of the nature of a specific job✓ (2)

2.3.2 Job description✓ and job specification✓ (2)

2.3.3
- Manpower planning:✓ Helps to determine the number and type of positions and the required qualities for each position✓
- Recruitment, selection and placement:✓ Helps to determine the necessary skills, etc. for each position✓
- Provides required info to plan for training and development✓✓
- Remuneration:✓ Provides info for salary structures✓
- Performance evaluation:✓ Provides the specific standards against which each position is evaluated✓
- Safety and health: Provides info about safety and health hazards of a job, e.g. excessive noise, heat, pollution or working with toxic material

(Any 5 × 2) (10)

2.4 2.4.1 Method study is the analysis of existing methods and procedures✓ with the purpose of improving it✓ so that time, space, energy,✓ and material can be used optimally✓ to increase efficiency and productivity✓ (5)

2.4.2
- Work content
- Health and safety
- Equipment design
- Work environment (design)
- Work simplification
- Movement or motion economy

(Any 5 × 1) (5)

2.5 2.5.1 Ensure sufficient light at the work areas so that kitchen staff can clearly see.✓ There should be no direct light shining into their eyes✓as this may cause headaches or eye strain.✓
Use diffusers and indirect lighting to cut down the glare from the shiny surfaces in the kitchen✓ (Any suitable 4 × 1) (4)

2.5.2 The area should be brightly lit, well-distributed✓ with no shadows and create a welcoming appearance and atmosphere✓
(Any suitable 2 × 1) (2)
[50]

QUESTION 3

3.1
- Provide facts for flow of movement and activities in e.g. a kitchen
- Helps to determine correct number of workers, machines and material
- Is a means of production control to measure production versus time
- Helps to determine standard time for tasks and processes
- Determine costs and prices if the organisation tenders for projects
- It can set a basis for incentive wages e.g. for piece work (Any 5 × 2) (10)

3.2
- Choose work to be measured e.g. new task or change to existing task✓✓
- Record facts regarding task e.g. the process, movement and action✓✓
- Measure task performance to see how much time is spent on each element, record it and capture time of start and end of task.✓✓✓
- Determine the standard time by calculating the observed time as basis and adding time for contingencies such as equipment failure.✓✓✓ (10)

3.3
- A manager compiles a list of effective and ineffective conduct of a position
- Each incident (conduct) has a specific scale value that is rated by the assessor during an evaluation period e.g. dealing with a crisis
- Advantage: This technique focuses on a specific position
- Disadvantage: It is expensive and time-consuming as critical incidents must be compiled for each position. (Any 3 × 2) (6)

3.4
- Interviews are often used in PE to discuss work issues with workers
- Interviewer must study work reports and rating forms and discuss feedback
- Interviewer is not always a direct supervisor, can be someone from HR
- Interviews are more objective than observation but should be used with other PE techniques like work reports or rating forms
- Disadvantage: An interviewer may not be 100% sure of what is expected from the position and may overlook important aspects of the job
- An interview allows an opportunity to discuss with the worker his/her strengths and shortcomings/weaknesses
- It can also provide insight about the worker's perceptions and job aspirations (Any 3 × 2) (6)

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3.5 3.5.1
- Involves the entire/overall organisation and is customer-oriented
- Involves the four Ps of the marketing mix (place, product, price and promotion)
- Aims to establish customer satisfaction to achieve the best profits (Any 1 × 2) (2)

3.5.2
- To satisfy customer needs by the service or product (of the hotel)
- To increase customer demand for the service or product
- To identify and use new market opportunities
- To increase sales and market awareness
- To gain a competitive advantage for the business (Any 4 × 2) (8)

3.5.3
- Product:✓ Relates to the food, accommodation and other services offered✓
- Price:✓ This will vary depending on the type of accommodation chosen and which dishes are order in the dining room✓
- Place:✓ Hotel is located in East-London✓
- Promotion:✓ Can advertise hotel via print media (newspapers), its website or social media e.g. a business Facebook etc.

(Any suitable 4 × 2) (8)
[50]

QUESTION 4

4.1 Relates to internal environmental factors of the hotel (2)

4.2
- Mission or vision✓
- Objectives or goals✓
- Management (structure)✓
- Culture or climate of hotel✓
- Resources like money,✓ manpower,✓ markets methods and material

(Any TWO of these) (6)

4.3
- The entrance of new hotels or competitors in the market area
- The (negotiating) power of the customers/guests
- The size of the market e.g. if it is a small market, competitor impact may be greater
- The impact of suppliers e.g. buying of stock for the hotel (pricing or buying power)
- Availability of substitute product/services e.g. rather stay at cheaper motel than hotel
- The number of competitors in the market
- Changing customer needs, e.g. guests prefer 'green' environment-friendly hotels
- Current competitive advantage, if strong in the market then competition may have less impact on the business (Any 5 × 2) (10)

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4.4 4.4.1 Control is the process by which management ensures that activities correspond with the set objectives or goals of the organisation/hotel (2)

4.4.2
- Control can prevent crises or problems
- Control increases standardised practices or actions, that in turn increase efficiency
- Control can prevent theft, malpractice and wastage due to planning
- Control can help with performance evaluation of workers to identify problems
- Control can help to assess or prevent risks
- Control can ensure back-up plans in case of problems (4 × 1) (4)

4.4.3
- Physical:✓ Stock, quality of products, equipment and assets✓
- Human:✓ Selection, placement, safety, training and development of staff✓
- Information:✓ Market scanning, research and market info e.g. of competitors✓
- Financial:✓ Control of budgets, sales, production costs, expenses, salaries etc.✓
- Procedures:✓ Check is all process take place as per policy e.g. checklist for buying stock✓ (8)

4.5
- All items should be counted, weighed or ticked off and marked as received
- Meat, fish, poultry or fresh produce should be individually inspected
- Open cartons of products of e.g. fruit randomly to test and check for quality and quantity
- Check invoice prices against order sheets
- Receiving clerk should stamp or sign and verify the delivery of stock as correct
- All goods should be recorded on a system as received
- Receiving procedures should be regularly checked and revised (kept up to date) (Any 6 × 2) (12)

4.6
- Regular menu changes
- Large number of dishes on menu
- Dishes with large variety of ingredients or expensive ingredients
- Poor forecast of demand of certain dishes (dishes not ordered often)
- Incorrect usage of standardised recipes
- Wrong stock purchases or expensive stock
- Poor control procedures or standards in the business (Any 6 × 2) (6)

[50]

TOTAL: 200

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