higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

APPLIED MANAGEMENT N6

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This marking guideline consists of 6 pages.

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QUESTION 1

1.1	1.1.1	True	
	1.1.2	True	
	1.1.3	True	
	1.1.4	True	
	1.1.5	False	
	1.1.6	False	
	1.1.7	False	
	1.1.8	False	
	1.1.9	False	
	1.1.10	True	
		(10 × 1)	(10)
1.2	1.2.1	Business ethics – Personal & professional business code of conduct of high moral standards	
	1.2.2	Open market system purchasing takes place via agents and wholesalers	
	1.2.3	Tangible e.g. physical resources e.g. tables and intangible (not-touchable) e.g. service levels	
	1.2.4	Capital budget – Long term plan for capital expenditure and financing e.g. renovations	
	1.2.5	Wage Act determines minimum wage for jobs in certain industries	
		(5 × 2)	(10)
1.3	1.3.1	Budget	
	1.3.2	Delegation	
	1.3.3	Strategic skills	
	1.3.4	Publicity	
	1.3.5	Basic Conditions of Employment Act	
		(5 × 2)	(10)

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1.4 1.4.1 C

1.4.2 A

1.4.3 B

1.4.4 E

1.4.5 D

(5 × 2) (10)
[50]

QUESTION 2

2.1 2.1.1 Personnel: Responsible for human resource functions like recruitment, health, training, wages etc.

2.1.2 Purchasing of raw material or equipment for business or production processes

2.1.3 Administration includes information management like record keeping and distribution of information

2.1.4 Marketing includes the product, price, place & promotion of goods/ services for clients

2.1.5 Financial matters includes the budget, financial analysis, managing income and expenditure

(5 × 3) (15)

2.2
- Dishonesty
- Fraud
- Theft
- Violating safety security measures
- Fighting on business premises
- Instigation
- Intimidation
- Carrying dangerous weapons at work
- Wilful damage of business property and being in possession of drugs or alcohol at work

(Any 5 × 1) (5)

2.3
- Manpower planning for staff changes
- Recruitment, selection and placement
- Training and development
- Remuneration for different job levels
- Performance evaluation
- Safety and health in work environment
- Career planning for staff

(Any 6 × 2) (12)

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2.4
- Observation of employee doing a task by the manager
- Interview is most used technique and combined with observation.
- Used structured and well-planned questions about job-related issues.
- Disadvantage: Employee can give false information.
- Questionnaires can be structured or unstructured.
- Must be concise and relevant/must inform employee about objective of questionnaire.
- Cheapest and quickest way to collect a lot of information from employee
- Diary or logbook Employee records duties and times
- Disadvantage: Employees forget to keep daily record and information may not always be reliable (Any 4 × 2) (4)

2.5
- Both hands begin and end motion simultaneously
- Hands move in opposite and symmetrical directions
- Use curved rather than straight-line movements
- Use smallest possible body part to do work
- Relieve hands of work if it can be done by e.g. feet
- Working area supplies within reach of worker
- Use gravity whenever possible
- Provide an area on work stations for tools or supplies
- Dual purpose tools can be used e.g. spatula with cutting edge
- Pre-position items e.g. racks for cutlery (5 × 2) (10)

[50]

QUESTION 3

3.1 3.1.1 C

3.1.2 A

3.1.3 B

3.1.4 E

3.1.5 D

(5 × 2) (10)

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3.2 Method study (2) focuses on the analysis of existing methods and procedures with the purpose of improving time, space, material and energy for optimal use and increased productivity

(1) Work measurement (2) measures the time it should take a trained employee with the required skills and knowledge to perform a specific task at a specific tempo & circumstances (3 × 2) (6)

3.3 3.3.1
- Evaluation forms are mostly used to evaluate workers according to a rating scale
- Questionnaire lists criteria/characteristics e.g. leadership to be rated from 1-5 scale
- Rating varies from poor to excellent
- Disadvantage: assessor is not sure what is the expected conduct and can thus be subjective
- Assessor should have good knowledge of the specific task of the worker

3.3.2
- Employee and manager work together to set specific objectives for the employee to achieve
- Employee is evaluated according to the achievement of set objectives
- Method is motivational as worker is involved in setting realistic objectives

(2 × 2) (4)

3.4
- Halo effect
- Subjectivity/prejudice
- Focus on age, experience or seniority
- Emphasis only on recent performance
- Strictness/leniency fault
- Central tendency fault (give average mark)
- Generalise all to total group conduct
- Standard setting (good/excellent/satisfactory)
- Different assessors evaluate differently (Any 4 × 1) (4)

3.5 3.5.1 Focuses on the provision of services/products (4P's) to satisfy clients' needs (2)

3.5.2 Product – good selection menu items
Place – neat, clean and good atmosphere
Promotion – offer specials on items
Price and service – good value for money and service (4 × 2) (8)

3.6
- Suitable furniture and décor
- Service ware: cutlery and crockery
- Floor, wall covering and colour
- Lighting: type, level and colour

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- Background music: selection and loudness
- Staff: appearance, conduct and service/
- Menu design and content
- Portion sizes, beverages and wine list
- Table covering
- Artwork, decorations and signage
- Entertainment offered (5 × 2) (10)
[50]

QUESTION 4

4.1
- Technological changes
- Economy inflation, recession and exchange rate
- Social: lifestyles, habits and needs
- Physical: natural resources and improvements
- Political changes and new legislation
- International trends/more tourists (6 × 2) (12)

4.2
- Mission is reason for existence
- Objectives e.g. specialities
- Resources e.g. staff/facilities
- Menu type with specific dishes
- Financial e.g. budget management/salaries
- Management structure: staff and management
- Management of organisation: effectiveness (4 × 2) (8)

4.3
- Meal plan: number of times a meal is served in 24 hours
- Meal pattern: categories of menu items served during each meal (3 × 2) (6)

4.4
- Goals of the organisation
- Guest needs, food trends and preferences
- Budget guidelines
- Production and service abilities of business
- Food availability: market and seasons
- Service style determines type of menu (6 × 2) (12)

4.5 Physical and perpetual (2)

4.6
- Regular menu changes
- Large number of dishes on the menu
- Dishes with large variety of ingredients
- Poor forecast of demand for certain dishes
- Wrong usage of standardised recipes
- Wrong stock purchases (5 × 2) (10)
[50]

TOTAL: 200

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