higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

APPLIED MANAGEMENT N6

28 NOVEMBER 2014

This marking guideline consists of 7 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 – Conceptual/dealing with people

1.1.6 False– Downward communication

1.1.7 False – Mental abilities/personality test

1.1.8 True

1.1.9 False – Central tendency fault/ OR judge worker too high or low on a specific characteristic/

1.1.10 False – Intangible/products are tangible

(10 × 2) (20)

1.2 1.2.1 Delegation/Involves the allocation of duties, authority and responsibilities to subordinates to promote efficient work performance.

1.2.2 Positive discipline/ Includes thanks, praise or recognition from the manager to employee for work well done.

1.2.3 Encoding/Sender formulates message/info in understandable format for the receiver.

1.2.4 Decoding/Receiver translates message in meaningful info/

1.2.5 Manpower planning/Determines the right number and type of staff required for positions.

1.2.6 Promotion/Aims at increasing the sales of products/services via advertising and promotions etc.

1.2.7 Work study/Improves the quality of work, creates safe and healthy environment and set effective work methods.

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1.2.8 Process cards/Therbligs symbols are used to record work elements of a task.

1.2.9 Meal plan/Refers to the number of times a meal is served in a specific period of time (24h).

1.2.10 Consumerism/Consumers have rights e.g. free choice, to be heard, to be informed etc.

(10 × 2) (20)

1.3 1.3.1 Productivity
1.3.2 The Unemployment Insurance Act
1.3.3 Cost-plus purchasing method
1.3.4 Minimum level
1.3.5 Market segmentation

(5 × 1) (10)
[50]

QUESTION 2

2.1 Job description covers the personal skills and experience needed for a specific job. (2)

2.2
- Job title
- Workplace
- Summary of tasks and duties
- Equipment for the position
- Stock type
- Supervision
- Conditions of employment
- Possible hazards in the workplace (8)

2.3
- Mediation and arbitration
- Mediator is third party who investigates a problem to solve a dispute
- Mediator makes suggestions and tries to find a compromise
- There is no obligation for parties to accepts the suggestions of the mediator
- Mediator tries to restore relationship between parties/dispel unrealistic expectations
- Mediator should remain neutral and objective
- Arbitration can be voluntary
- Arbitration can be or compulsory
- When negotiations have reached a deadlock it can be referred to arbitration
- The arbitrator makes a decision which both parties have to accept
- The arbitrator is appointed by the approval of both parties

(5 + 5) (10)

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2.4
- Provides facts for the flow of movement and activities in the kitchen
- Effective way to determine correct number of employees, machines or material
- Used as means of production control e.g. 60 sandwiches made in 30 minutes
- Determines standard times for tasks and processes (two sandwiches per minute)
- Determine costing and prices for tendered projects
- Form basis for incentive systems (e.g. for piece work) (Any 6 × 2) (12)

2.5
- Choose work to be measured e.g. a new task or delay area
- Record facts about the task e.g. the type of worker, circumstances and skills needed
- Measure task performance e.g. time spent on each element and provide for contingencies
- Determine standard time by using observed time as basis and adding contingency time (4 × 2) (8)

2.6

2.6.1	E	
2.6.2	D	
2.6.3	A	
2.6.4	B	
2.6.5	C	
		(5 × 2) (10)
		[50]

QUESTION 3

3.1
- Inexperienced and untrained staff deliver poor work
- High cost of energy and material can lead to staff reduction
- Old machines and equipment which is not effective
- Less time spent on research and development leads to loss of competitive edge
- Change of family structure, divorces lead to stress for workers
- Use of alcohol and drugs lead to poor work performance
- Decline in worker motivation leads to less dedicated and loyal workers
- Inflation increases costs and impacts on salary increases
- Tax policies can discourage foreign investment (Any 6 × 2) (12)

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3.2 3.2.1

- Manager compiles list of effective and ineffective conduct (e.g. for receptionist)
- List includes tasks e.g. a telephone booking
- Each incident has rating value (e.g.10p max)
- Assessor takes note of critical incident during an evaluation period – rates her out of 10
- Effective dealing of critical incident is noted
- Advantage: method focuses on person and achievement/
- Disadvantage: Compile report is needed for each position
- Disadvantage: Process is time-consuming and costly (Any 5 × 2) (10)

3.2.2

- Manager and employee set specific objectives together for employee to achieve
- Evaluate employee in terms of achieving set objectives
- Method is motivational to employee
- Employee is involved in setting realistic goals/ (4)

3.3 Please note: Accept suitable examples given

- Identify opportunities/threats (competition Identify strengths (good location)/weaknesses
- Collect marketing data/convert to marketing info
- Select specific target market for hotel e.g. tourists
- Develop services to satisfy target market needs
- Decide on suitable pricing for services
- Marketer can use various media to advertise e.g. newspapers, social media, pamphlets /
- Manage recruitment and selection of marketers
- Manage all other actions of marketing department (Any 6 × 2) (12)

3.4

- Product/Service e.g. luxury accommodation/tours
- Place: Bloemfontein
- Price: Relates to luxury services/meals offered
- Promotion: Media to advertise hotel (website/ads) (4 + 4) (8)

3.5

- It prevents crisis situations
- Leads to standardised actions
- It improves effectiveness of tasks
- Prevents malpractice, theft and wastage
- Ensures effective staff performance evaluation (any 4 × 1) (4)

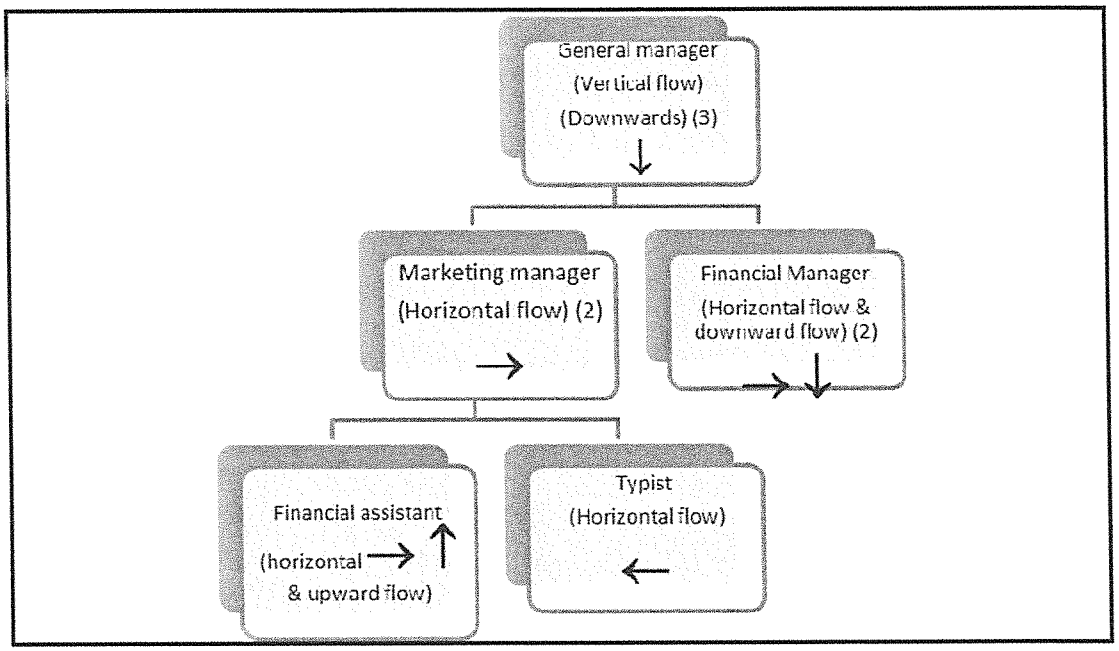
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QUESTION 4

4.1
- Collect data from records and reports
- Study and evaluate data, compare with goals
- Analyse internal and external factors to influence business
- Plan for new goals e.g. renovation
- Set priorities and decide on order of action plans
- Write budget down for presentation
- Once budget is approved use as planned (7 × 2) (14)

4.2



(10)

4.3
- Economic: Negotiate fair income for workers
- Work security to prevent dismissals
- Social acceptance/contribution to labour system (3 × 2) (6)

4.4
- Manpower planning for future positions
- Recruitment, selection and placement of staff
- Training and development of staff
- Remuneration for different staff levels
- Performance evaluation of staff
- Safety and health in work environment
- Career planning for staff in company (4 × 2) (8)

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4.5	4.5.1	F
	4.5.2	D
	4.5.3	A
	4.5.4	B
	4.5.5	C
	4.5.6	E

(5 × 2) (10)
[50]

TOTAL: 200

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