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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NOTE: Please accept suitable practical answers demonstrated by examples as well.

QUESTION 1

1.1 1.1.1 False✓ – purchasing or acquisition management or production management deals with the planning, product design, manufacturing processes, equipment and quality control.✓✓

1.1.2 True✓

1.1.3 False✓ – coordination or control compares actual performance with set standards/objectives to determine if standards/objectives were achieved and if corrective steps are needed.✓✓

1.1.4 False✓ – placement or selection is the process of selecting the most suitable person for the job.✓✓

1.1.5 True✓

1.1.6 False✓ – middle-level management or first-level management deals with operational functions.✓✓

1.1.7 False✓ – encoding or decoding is to change a message into meaningful information to understand it.✓✓

1.1.8 True.✓

1.1.9 False✓ – it is used in a method study or used to process flow cards.✓✓

1.1.10 True✓

1.1.11 True✓

1.1.12 True✓

1.1.13 True✓

(13 × 2) (26)

1.2 This is a method where employees in a simulated or real work situation must perform a given task,✓✓ such as making a stew to see if he/she is competent in doing the task.✓✓ (2 + 2) (4)

1.3 1.3.1 This communication takes place on the same level in the restaurant, such as staff that work together in a kitchen.✓✓ Examples: Direct communication,✓ meetings✓ or emails/letters.✓ (2 + 3) (5)

1.3.2 Staff communicate (up)✓ to the levels above them,✓ such as the cook with the manager.✓ Examples: Grievance procedures,✓ special meetings,✓ opinion questionnaires,✓ exit interviews,✓ complaints or suggestions. (3 + 4) (7)

1.4
- The right to free association. (Employer may not refuse membership to trade unions).
- Aimed at controlling job opportunities/retention of jobs or access to new positions.
- Retain or improve salaries/wages and conditions of service.
- Provide a legal system to deal with disputes and act on behalf of employees. (4 × 2) (8)

[50]

QUESTION 2

2.1
2.1.1 E
2.1.2 C
2.1.3 D
2.1.4 B
2.1.5 A

(5 × 2) (10)

2.2
- Job title:✓ Kitchen supervisor. ✓
- Workplace:✓ In the kitchen and/or FOH of the restaurant.✓
- Nature of work or duties:✓ Oversee kitchen activities and manage staff.✓ Manage orders and quality control. Deal with discipline in the kitchen. Compile work roster, budget, et cetera (suitable answers).
- Equipment:✓ Will need to work on a computer and be able to use all kitchen appliances.✓
- Stock:✓ May be involved in ordering stock and stock keeping of ingredients and other material.✓
- Supervision or scope of authority:✓ The kitchen supervisor will report to the manager or the kitchen staff will report to the kitchen supervisor.✓
- Possible hazards: Need to ensure safety, health, hygiene of work areas and quality of food.
- Standard problems: Solve conflict, deal with suppliers and call maintenance for breakages, et cetera.
- Job demands: May be required to work shifts or overtime. (6 + 6) (12)

2.3
- Both hands begin and end movements 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, for example, feet.
- Working area supplies within easy reach of worker.
- Use gravity whenever possible.
- Provide work stations for tools or supplies.
- Use dual purpose tools, for example, spatula with cutting edge.
- Pre-position items, for example, racks for cutlery. (Any 7 × 2) (14)

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2.4 2.4.1 Work study is the scientific observation✓ and analysis✓ of labour activities/functions,✓ the material,✓ equipment✓ and the conditions✓ under which the job is performed. (6)

2.4.2 To improve work methods,✓ equipment✓ and standardise time and/or work methods✓ by using work measurement.✓ (4)

2.4.3
- Material used
- Equipment
- Labour methods
- Material processing or production processes (4)

[50]

QUESTION 3

3.1
- Identify management talent in the business (for development).
- Identify future training needs for development purposes.
- Identify shortcomings for remedial actions (such as training).
- Identify abilities and skills for skills updating.
- Offer opportunity to award achievements (awards, increases or promotions). (5 × 2) (10)

3.2 3.2.1 A manager compiles a list of effective and ineffective conduct (incidents) related to a specific position.✓✓ Each incident has a specific scale value.✓✓ The manager/assessor evaluates the worker during a period relating to the critical incidents,✓ for example, how a worker deals with a crisis or when a client complains about the food, et cetera.✓ (6)

3.2.2
- Advantage: Direct focus is on the worker and his/her conduct actions or achievements.
- Disadvantage: Critical incidents must be compiled for each job, which is time-consuming. (2 × 2) (4)

3.3 The manager and the kitchen supervisor can set specific objectives together that the kitchen supervisor needs to achieve.✓ The manager can evaluate the kitchen supervisor based on the measure that he/she has achieved these set objectives.✓✓ It is motivational as the employee is involved with setting his/her own objectives.✓ (4)

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3.4
- Product:✓ This refers to all the restaurant offers✓✓ to customers/target market.✓
- Product includes services or food products,✓ as well as the physical environment.✓✓ (Meal facilities).✓
- Place:✓ This refers to the specific (physical venue)✓✓restaurant location in Tzaneen.✓
- The restaurant has a public dining room✓ and private rooms✓✓ used for special client functions.✓
- Promotion: This function must advertise the product/service via the media to the market.
- Can use specials, promotions, competitions, advertising, personal sales or publicity, etc.
- Price: What customers pay for the food products and included service (value received).
- Pricing needs to be competitive. When offering specials, pricing will change to draw customers. (4 × 4) (16)

3.5
- Mission
- Vision
- Culture and strategies
- Objectives
- Business/Management structure
- Staff
- Physical resources
- Financial resources
- Communication (structure) (Any 6 × 1) (6)

3.6 3.6.1 Economic or financial environment

3.6.2 Social environment

(2 × 2) (4)
[50]

QUESTION 4

4.1
- Identify and describe task:✓ Revision of existing task or problem area, for example, a bottleneck.✓
- Collect relevant facts:✓ Make notes, use video recordings or Therbligs symbols.✓
- Critical investigation of existing method:✓ Evaluate objective, place, person and equipment.✓
- Development and choice of improved method:✓ Choose cost and time effective method.✓
- Introduce new method:✓ Train worker in new method and follow up for deviations.✓ (5 × 2) (10)

4.2
- Open market:✓ Takes place through agents and wholesalers, for example, fresh produce market.✓
- Tender:✓ Usually used by government/big companies where specific products are required.✓
- Cost plus:✓ Suppliers supply products at gross cost and negotiated % profit.✓
- Cooperative:✓ Large scale purchases for large groups with bulk discounts.✓
- Centralised:✓ Purchasing department of large business will buy for the various food service sections.✓ (5 × 2) (10)

4.3
- Maximum quantity of specific items that should be kept in stock.
- Minimum level: Lowest quantity of items allowed in stock.
- Re-order level when order is placed with supplier. (3 × 2) (6)

4.4
- Ensure good quality of food, e.g., cutting out bones/fat, etc.✓ (Better quality = less losses).✓
- Theft✓ of stock or other items by staff or customers.✓
- Over and underproduction✓ (portion and menu control is important).✓
- Poor or lack of training of staff✓ can lead to losses due to mistakes.✓
- Shrinkage to food✓ during cooking process.✓
- Poor food preparation methods leading to wastage. (Any 5 × 2) (10)

4.5
- Food cost
- Fixed cost
- Direct cost (direct labour cost)
- Indirect (indirect labour cost)
- Overhead costs (Any 4 × 1) (4)

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4.6
- Purchase and receiving,✓ for example, orders and invoices.✓
- Staff records,✓ for example, clock cards in terms of time frame worked to determine wages.✓
- Stock/storeroom,✓for example, control, requisition, perpetual and physical inventory.✓
- Food production,✓ for example, menus, standardised recipes, portion control, production schedules, leftover reports and menu tally.✓
- Dining room/service,✓ for example, number of served meals, regular and special meal counts.✓
- Income/expenses, for example, cash sales, guest check, petty cash et cetera. (Any 5 × 2) (10)

[50]

TOTAL: 200

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