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 8 pages.

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QUESTION 1

1.1 1.1.1 False – Induction refers to the introduction of new employees

1.1.2 True

1.1.3 True

1.1.4 False – External due to communication with external media

1.1.5 True

1.1.6 False – Recruitment is the search for suitable candidates

1.1.7 True

1.1.8 True

1.1.9 False – A performance test is when a worker is evaluated on a work task in a simulated work environment.

1.1.10 False – Work measurement or performance evaluation is the evaluation of the work of a worker in a specific position.

(10 × 2) (20)

1.2 1.2.1 Marketing focuses on the provision of products and services to satisfy consumer needs.

OR

A business promotes its products and services by using the 4 Ps of marketing (product, price, place and promotion).

1.2.2 Production includes the production of products and services, e.g. planning, preparation methods, equipment and quality control.

1.2.3 Micro-environment refers to the internal environment of a restaurant; it includes factors such as the mission, vision, management, staff, resources, objectives and culture.

1.2.4 A meal plan is the number of times meals will be served in a specific period

1.2.5 A meal pattern is the description of the categories of menu items that is served during each meal e.g. cereal, fruit juice and eggs can be served for breakfast.

1.2.6 A master budget is the overall financial budget that includes all the facets of the organisation. It can include the operating, cash, HR and capital budgets.

1.2.7 Cost plus profit price setting is when the sales price is calculated on the total production cost of the menu plus a fixed profit margin

1.2.8 A job specification includes the requirements for a position including qualifications, training, skills, experience, responsibilities and personality traits.

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1.2.9 Fixed costs are costs that remain fixed on a monthly/regular basis notwithstanding the amount of goods produced e.g. salaries, rent and insurance.

1.2.10 Application software performs a task/function on the computer e.g. for stock control. It can also be called productivity programs or end-user programs as they enable a user to complete tasks, such as creating documents, spreadsheets or databases.

(10 × 2) (20)

1.3 1.3.1 E
1.3.2 C
1.3.3 A
1.3.4 B
1.3.5 D

(5 × 2) (10)
[50]

QUESTION 2

2.1
- Manpower
- Money
- Material
- Machinery
- Markets
- Methods

(6)

2.2 2.2.1 Upward communication
2.2.2 Horizontal communication
2.2.3 Diagonal communication
2.2.4 Informal/unofficial communication or the grapevine

(4 × 1) (4)

2.3 2.3.1 A process where a mediator as an independent third party investigates a problem or dispute and tries to solve it ✓
There is no obligation to accept the suggestions of the mediator.✓
The mediator should try to restore relations between the parties✓and dispel unrealistic expectations and/or perceptions.✓
The mediator should remain neutral and objective.✓

2.3.2 The arbitration process can be voluntary✓or compulsory.✓
When negotiations reach a deadlock, the dispute is referred to arbitration.✓
The decision of an arbitrator is binding for both parties.✓
An arbitrator is appointed on the approval of both parties.✓

(2 × 5) (10)

2.4
- Management has the right to take disciplinary steps against employees whose conduct is unacceptable.
- Employees have the right to a fair trial and may appeal against disciplinary steps.
- The procedure should be aimed at prevention, fairness and correction.
- The procedure is a guideline and should be adaptable for diverse cases.
- The procedure should be communicated in writing to all employees.
- The procedure should not be discriminatory or biased.
- The procedure should be revised and updated regularly to satisfy current needs. (Any 6 × 1) (6)

2.5
- Oral warning
- Written warning
- Final warning
- Suspension
- Dismissal, termination of service or discharge (4)

2.6 Job analysis is the gathering of relevant information by observation✓ and studying the nature of a specific job.✓ (2)

2.7 2.7.1 Job analysis guides manpower planning by helping to determine the number of positions,✓ the type of positions✓ and the required qualities for each position.✓ (3)

2.7.2
- Layout of the workplace, standard/type or equipment and type of work can impact on the safety and health of employees.
- Job analysis can provide info about safety and health hazards of a job e.g. excessive noise, heat, pollution or working with toxic material.
- A safe work environment can be created, or safety measures can be implemented, to protect workers from environmental hazards. (3 × 2) (6)

2.8
- Job title
- Summary of duties and tasks
- Scope of authority or reporting structure
- Type of equipment or technology used
- Possible job hazards (5)

2.9 Work study aims to improve the quality of work✓ to create a safe✓ and healthy environment✓ to set effective/proper work methods.✓

OR

Work study is a scientific observation and analysis✓ of labour activities,✓ the material, equipment✓ and conditions under which a job is performed.✓ (4)

[50]

QUESTION 3

3.1
- Both hands must begin and end a motion at the same time (dish up soup)
- Hands should move in opposite and symmetrical directions
- Use curved rather than straight-line movements e.g. wiping
- Use smallest body part possible e.g. pushing a button with finger
- Relieve hands of work that can be done by feet e.g. using a foot pedal
- Place supplies in work area in easy reach of worker e.g. on overhead rack
- Use gravity where possible e.g. scrape garbage in bin below sink
- Provide specific stations for tools, supplies and equipment for efficiency
- Use dual purpose tools where possible e.g. spatula with cutting edge
- Pre-position items for easy reach e.g. racks for cutlery and utensils

(Any 5 × 2) (10)

3.2
- Identify and describe the task to be analysed e.g. area with bottleneck
- Collect facts and make notes about existing method (use Therbligs).
- Do critical investigation of the existing method e.g. place and equipment.
- Develop and choose an improved method. Test alternative methods. Ensure that the problem of the method has been solved e.g. better flow.
- Introduce the new method and train staff on it. (5 × 2) (10)

3.3
- Provides opportunity to identity management talent in the organisation
- Helps to identify training needs.
- Identify shortcomings to be corrected by remedial actions
- Determine abilities and skills of staff for position adjustments/changes
- Offers opportunity to award workers for their excellent performance by promotions or salary increases (Any 4 × 1) (4)

3.4 3.4.1
- Product:✓ Product/service a business offers based on customer needs✓
- Price: ✓Exchange value of product/service paid in money✓
- Place/distribution point:✓ Product/service must be made available at convenient places for customers. Wide distribution for customer access✓
- Promotion:✓ Relates to the marketing/advertising of the product/ service to create awareness and promote sales among the target market✓ (4 + 4) (8)

3.4.2
- Product:✓ Food or beverages and table service✓
- Price:✓ Will vary/different prices depending on the menu items✓
- Place:✓ Located in the Waterfront in Cape Town✓
- Promotion:✓ Can advertise in print, social media or websites✓ etc. (Be flexible; learners may provide any suitable examples.)

(4 × 2) (8)

3.5 3.5.1 Rate of new technology, innovation and change✓ e.g. the restaurant should have modern equipment, credit card facilities and suitable computer software to capture sales, stock and other business operations✓

3.5.2 This relates to the lifestyles, food preferences and expectations of the customers of the restaurant.✓ E.g. some customers may prefer health food, some fast food at reasonable prices and some specialised cuisine with good service for which they are prepared to pay a high price.✓

3.5.3 This refers to environmental, natural and human resources that can impact on restaurant operations.✓ E.g. to have suitable staff for cooking, serving and management. The restaurant should ensure that they are environmentally aware in terms of recyclable packaging and using water sparingly. They also need to comply with food health regulations as stipulated. Being in the Waterfront relates to the specific physical location where many tourists come for a holiday✓

3.5.4 This relates to financial factors such as inflation, income, exchange rates and recession that can impact on the restaurant.✓ E.g. in times of recession people have less money to spend on eating out. For overseas tourists the exchange rate is favourable so for them a holiday in SA may be very affordable and eating out is part of the holiday fun. If the market supports the restaurant well, it can be a profitable business✓

3.5.5 These can be trends or international factors that impact on the local market✓ e.g. overseas visitors can support the restaurant due to the favourable exchange rate. They may like the restaurant if it serves local specialities or food trends such as vegan and vegetarian dishes which are becoming more popular. Some customers may prefer to eat healthy food that is organic and free from pesticides and additives✓

(5 × 2) (10)
[50]

QUESTION 4

4.1
- Can increase motivation and job satisfaction of employees
- Can improve cooperation and team building in the organisation
- Can improve quality of work and service at the restaurant if employees know what is expected
- Can encourage employees to share in decision-making, problem-solving and providing suggestions to improve service or add new dishes
- Can ensure that disputes and differences are resolved easier
- Can increase productivity if employees are well-informed so they can work faster
- Can increase trust and encourage worker loyalty (Any 5 × 2) (10)

4.2
- Goals of organisation as reflected in its vision, mission and strategies
- Guest needs as per food trends, preferences, demographic or geographic factors
- Budget guidelines as determined by management
- Production and service abilities of the restaurant in terms of suitable employees, skills, facilities and equipment available
- Type of food available as per market and season
- Service style determined by types of dishes/menu, choices and service staff (Any 5 × 2) (10)

4.3
- Correct quantity and quality of ingredients should be purchased e.g. eggs for dishes
- Purchase price (food cost) must correspond to quality e.g. fresh fruit
- Production/cooking process must follow a standardised recipe
- Preparation methods should follow economical cooking principles e.g. no wastage when peeling vegetables or fruit
- Size of equipment e.g. pans, measuring cups and scales should be standardised and service staff must be informed and understand it
- Method of service and equipment for measuring portions should be standardised
- Staff should be trained on portion control/size and costs (Any 5 × 2) (10)

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4.4 4.4.1 Open market purchasing takes place via agents and wholesalers.

4.4.2 Tenders are usually used by the government or large companies where detailed specifications and quantities are required.

4.4.3 Co-operative system is used for large-scale purchases, e.g. for a big retail group like Spar that buy in bulk to enjoy bulk discounts.

4.4.4 Cost-plus is used where there are agreements with suppliers to supply products at gross cost plus a negotiable profit percentage.

4.4.5 Centralised system is used by large organisations with several food-service sections, e.g. a large hotel that has a purchasing department to buy for the restaurant and dining areas.

(5 × 2) (10)

4.5 Process where the manager and the employee work together in setting specific objectives for the employee to achieve✓✓
Evaluation involves that the manager will measure the employee's achievement of the set objectives.✓✓

Advantage: Motivational as employee is involved in setting own objectives (4)

4.6
- Halo effect
- Subjectivity or personal prejudice
- Overemphasis of age, experience and seniority
- Overemphasis of recent performance
- Strictness or lenience
- Central tendency faults
- Generalisations
- Standard setting
- Differences between assessors (Any 6 × 1) (6)

[50]

TOTAL: 200

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