



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE APPLIED MANAGEMENT N4

4 June 2021

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

- | | | | | |
|-----|--------|--|-------------|------|
| 1.1 | 1.1.1 | False✓ leading OR organising✓ | | |
| | 1.1.2 | True | | |
| | 1.1.3 | True | | |
| | 1.1.4 | True | | |
| | 1.1.5 | True | | |
| | | | (5 × 2) | (10) |
| | | | | |
| 1.2 | 1.2.1 | B | | |
| | 1.2.2 | D | | |
| | 1.2.3 | H | | |
| | 1.2.4 | I | | |
| | 1.2.5 | G | | |
| | 1.2.6 | F | | |
| | 1.2.7 | C | | |
| | 1.2.8 | A | | |
| | 1.2.9 | K | | |
| | 1.2.10 | E | | |
| | | | (10 × 2) | (20) |
| | | | | |
| 1.3 | 1.3.1 | A process to search for prospective candidates and encourage them to apply for a vacant position | | |
| | 1.3.2 | A process to select the most suitable candidate for a vacant position | | |
| | 1.3.3 | An employee ranked under a superior in a position in an organogram | | |
| | 1.3.4 | A superior assigns authority and responsibility to a subordinate | | |
| | 1.3.5 | The number of subordinates reporting to a superior | | |
| | | | (5 × 2) | (10) |
| | | | | |
| 1.4 | 1.4.1 | <ul style="list-style-type: none"> • Inside cabins • Outside cabins • Balcony cabins • Luxury suites • Family suites • Duplex suites | | |
| | | | (Any 2 × 1) | |

1.4.2	• Gymnasiums and fitness centres • Walking • Running • Dancing • Cycling • Water sports • Rock climbing • Shore excursions • Sports played on courts	(Any 2 × 1)	
1.4.3	• Personal items, e.g., clothing, toiletries, jewellery • Duty-free items, e.g., perfume, cigarettes, chocolate, alcohol and makeup • Gifts and souvenirs	(Any 2 × 1)	
1.4.4	• Musical performances • Shows • Supper clubs • Deck parties • Casinos • Night clubs	(Any 2 × 1)	
1.4.5	• Manages the restaurant • Recommends wines that pair with food	(5 × 2)	(10)
			[50]
TOTAL SECTION A:			50

SECTION B**QUESTION 2**

2.1	2.1.1	• These are the rights and powers inherent in a position.✓ • This empowers the manager to give orders to employees, and take decisions;✓ and to act and exercise control to get the work done.✓	(3)
	2.1.2	Obligation of exercising responsibility✓ and authority, and to account for it.✓	(2)
	2.1.3	Is the obligation to carry out an order✓ to the benefit of the organisation as a whole✓	(3)
2.2	2.2.1	Driftwood Hotel,✓ Penny-wise,✓ Golden Years✓ They offer accommodation as well as food and beverage services✓	(4)
	2.2.2	Perfect Eatery	(1)

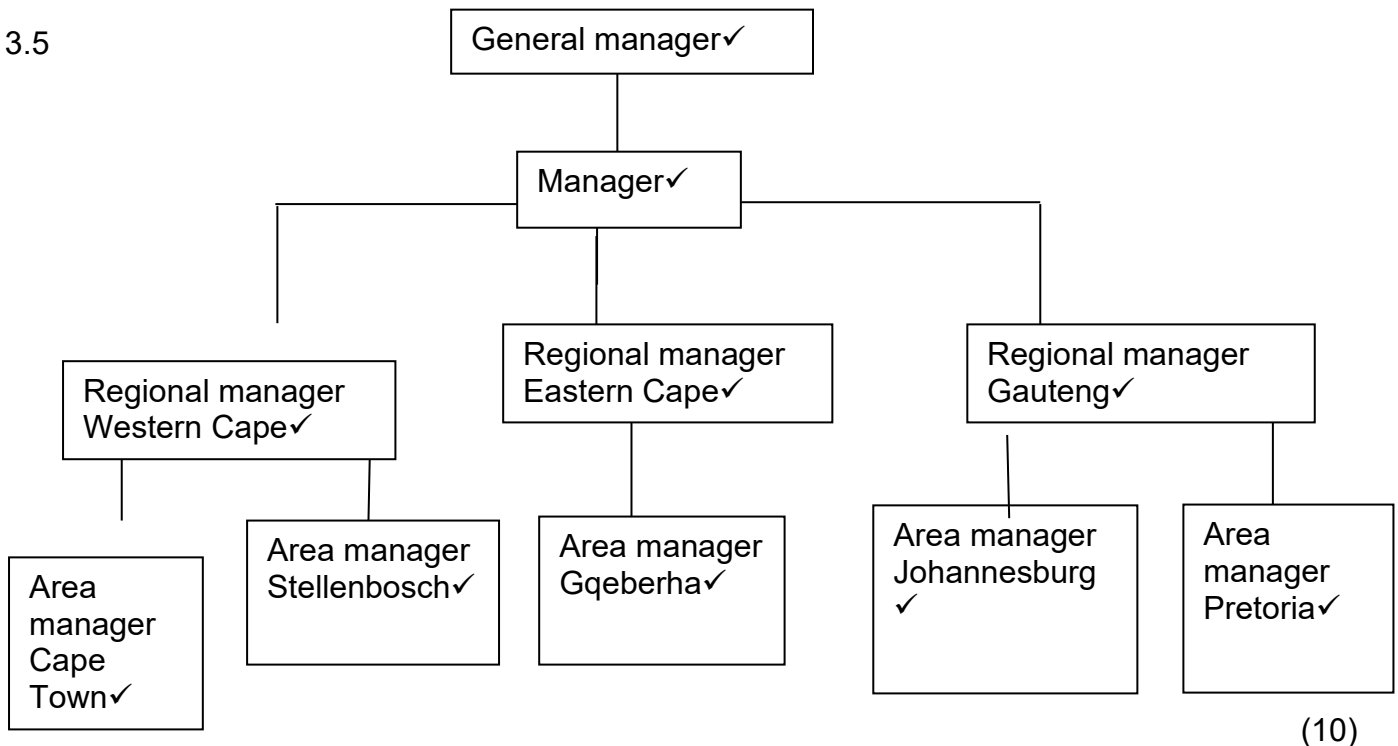
- 2.2.3
- Perfect Eatery
 - Driftwood
 - Penny-wise
- (4)
- 2.2.4
- Golden Years✓
It is a state-funded establishment that must work within a given budget✓
- (2)
- 2.2.5
- Driftwood Hotel✓ and Perfect Eatery✓
 - Driftwood for families on holiday✓
 - Perfect Eatery for families visiting the restaurant✓
- (4)
- 2.2.6
- Eatery can deliver fast food/take-away services from the food truck wherever people gather✓ e.g., shows, sports events✓
(Any ONE example)
In the bustaurant, they can offer seated service on the upper deck✓ as well as fast food/take-away services form the lower deck,✓ wherever the bustaurant is parked.✓
- (5)
- 2.2.7
- Manpower✓ – Managers, cashiers, cooks, and service staff✓
 - Machines✓ – Computers, cash registers, ovens, stoves, fridges✓
 - Material✓ – The receipts, admin documents, ingredients, linen✓
 - Money✓ – Income gained from sales and expenses to be paid (cash flow, budgets)✓
 - Methods✓ – These can include sit-down meals, style of food service✓
 - Market✓ – local and international holiday makers✓
(ONE mark for resource and ONE mark for any one example)
(6 + 6)
- (12)
- 2.3
- 2.3.1
- Finance, marketing, personnel are coordinated at this level.
 - It is coordination between the general manager and departmental manager.
 - Cooperation very easy at this level.
- (Any 2 × 1) (2)
- 2.3.2
- Horizontal management is needed at this level.
 - Departments coordinate with each other.
 - Coordination takes place in one department.
 - Coordinates vertically with lower-level management.
 - Coordination is between managers and subordinates.
- (Any 4 × 1) (4)
- 2.3.3
- Takes place between workers at the same level.
 - Workers at the same level coordinate, even if they are from different departments.
 - Coordination at this level enhances teamwork.
- (Any 2 × 1) (2)

- 2.4 Because policy, ✓ procedures ✓ and rules can be consulted (2)
[50]

QUESTION 3

- 3.1
- Low worker morale and poor motivation by managers
 - The clashing personalities of some employees may inhibit cooperation.
 - Poor relations between individuals and departments
 - Exaggerated emphasis on the importance or urgency of own tasks
 - Poor planning and/or organising
 - Poor communication (Any 5 × 1) (5)
- 3.2
- Authority structure
 - Rules and regulations
 - Plans and goals
 - Training and development
 - Vertical information systems
 - Lateral relationships/channels of communication
 - Management practice
 - Feedback
 - Establishment of committees/task groups (Any 7 × 1) (7)
- 3.3
- Primary function: ✓ The first activity of planning is to set goals. ✓
 - Goals and objectives: ✓ Plans should be made to contribute towards achieving the goals and objectives ✓
 - Pervasive ✓ planning is required at all levels of management to achieve goals ✓
 - Timing: ✓ Planning must include a certain time limit and period to achieve goals ✓
 - Evaluate alternatives: ✓ To identify the best ways to effectively achieve the goals ✓
 - Efficiency: ✓ Efficient planning must get the best results from cost-effective input. ✓
 - Flexible: ✓ Must be flexible to change according to needs and situations ✓
 - Cooperation: The success of planning depends on the cooperation of all parties in the organisation. (Any 7 × 2) (14)
- 3.4
- Top management is mostly involved with strategic planning and spends most of their time formulating plans to guide the organisation into the future.
 - Strategic planning periods vary between two to thirty years, depending on the nature of the organisation.
 - Strategic planning plans for the enterprise as a whole and should constantly be revised to provide for changes in the environment.
 - Long-term planning is not described in detail, but only provides broad guidelines.
 - During strategic planning, the resources are used to identify risks and threats in the environment that can be detrimental to the existence of the organisation.
 - Management tries to deploy the resources and skills of the organisation to ensure the profitable survival of the organisation.
 - Strategic planning is more flexible and adaptable than short-term planning. (Any 4 × 1) (4)

3.5



- 3.6
- Departmentation:✓ Grouping related work activities into departments✓
 - Allocation of responsibilities:✓ To perform specific work activities✓
 - Clear communication channels,✓ so that employees have the necessary information to perform their jobs effectively✓
 - Coordination:✓ Coordinate work activities to achieve goals. All the departments must work together to achieve the goals✓
 - Allocation of resources:✓ Allocate resources effectively (6Ms)✓ (5 × 2) (10)
- [50]**

QUESTION 4

- 4.1
- Organising is a continuous process and a function of all managers.
 - It refers to how the work activities, resources and authority relationships are organised in the formal organisational structure. (2)
- 4.2
- Record all sources of income.
- Income can be selling accommodation, food and beverages.
- Classify all items of expenditure.
- Classify according to type, e.g., fixed cost, semi-variable and variable cost.
- Set priorities and make firm decisions.
- Budget priorities must be in line with the goals and objectives of the establishment.
- Explain the information included in the budget document.
- Critical information and its implications should be explained to employees.
- Utilise the budget.
- The budget should be spent in a responsible and timely manner according to approved planning. (5 × 2) (10)

- | | | | |
|-----|-------|--|-----------------|
| 4.3 | 4.3.1 | Ensures that there is always enough stock✓ of the right quality✓
Not too much capital must be tied up in stock. | (2) |
| | 4.3.2 | <ul style="list-style-type: none"> • No policy for receiving and issuing stock items • Unorganised storerooms not using space efficiently • Maintenance and equipment stores not categorised and labelled | (3) |
| | 4.3.3 | <ul style="list-style-type: none"> • Wastage in kitchen due to incorrect receipt and storage of fresh and dry products • Possible poor quality of food commodities or wrong supplies received • Unorganised storerooms and unlabelled store items could lead to pilfering. • Time wasted looking for supplies • Waste of storeroom space | (Any 3 × 1) (3) |
| | 4.3.4 | <ul style="list-style-type: none"> • Having real-time access to information as it is needed • In-stock tracking and automated reordering • Staff able to indicate whether a product is in stock or not • Customer retention can be achieved by analysing sales data. • Many systems integrate with accounting to track cash flow. • Enables seamless transfer of inventory and assets between programmes • Reduce the need for additional bookkeeping • The collected MIS can be processed into management reports to be used for forecasting and future planning. | (Any 6 × 1) (6) |
| | 4.3.5 | <ul style="list-style-type: none"> • Perpetual and periodic systems✓ • Food manufacturing software✓ – monitors stock and alerts users of stock sell-by dates in food preparation environments✓ • Online and cloud-based platforms for accommodation providers to track supplies✓ • Point-of-sale systems that track sales and integrate stock control by removing items from the inventory list as a guest's order is placed✓ • Barcoding scanners used to measure and record alcoholic beverages✓ • Radio frequency identification allows a business to identify individual products and components and track them throughout the supply chain from production to point-of-sale | (6) |
| | 4.3.6 | <ul style="list-style-type: none"> • Set up a task team to determine hotel's needs for stock control. • Develop terms of reference for team. • Invite vendors for demonstrations. • Team to make recommendations to management | (Any 3 × 1) (3) |

4.3.7	• Management to consider and approve proposal • Appoint task team. • Develop terms of reference for task team. • Receive, consider and approve task team recommendations. • Include MIS in capital budget.	(5)
4.4	• It creates more effective use of time. • It concentrates efforts to solve problems faster. • Managers take fewer decisions. • The techniques enable an increased span of control for managers. • Full use of available data • Alerts managers to good opportunities. • It boosts motivation.	(Any 2 × 1) (2)
4.5	4.5.1 • Manager delegates decision-making. • Empowers subordinates to function without direct involvement of their manager. 4.5.2 • Centralised decision-making • Exercises tight control over subordinates 4.5.3 • Manager shares decision-making authority • with subordinates 4.5.4 • Manager clarifies job duties to subordinates • Creates structures • Provides direction and suitable rewards or punishment after evaluation	(Any 2 × 1) (4 × 2) (8) [50]
TOTAL SECTION B:		150
GRAND TOTAL:		200