



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE APPLIED MANAGEMENT N4

23 NOVEMBER 2018

This marking guideline consists of 9 pages.

SECTION A**QUESTION 1**

- | | | | |
|-----|-------|---|------|
| 1.1 | 1.1.1 | The authority which a manager has to remunerate subordinates for a successful completion of work, for example awarding bonus for excellent work achievement of an employee. | (2) |
| | 1.1.2 | The authority for which a manager punishes or gives threat to an employee who has done wrong, for example giving warning for employee who always come late to work | (2) |
| | 1.1.3 | The authority of having superior knowledge on specific tasks. A bar manager has superior knowledge on preparing cocktails. | (2) |
| | 1.1.4 | Authority vested in a person by position or rank to enable the issuing of orders for example a kitchen manager has responsibilities to manage kitchen staff and give them instructions. | (2) |
| | 1.1.5 | A standing plan has fixed policies and procedures. | (1) |
| | 1.1.6 | A single plan is a plan that is used only once. | (1) |
| | 1.1.7 | Rules are simply written statements of what should be done | (1) |
| 1.2 | 1.2.1 | Observation – the manager of a food service unit uses senses-hearing, taste, smell, sight and touch to measure many production standards. | |
| | 1.2.2 | Audit and revision – when a plan is set up to ensure that every aspect of control will be involved. | |
| | 1.2.3 | Standing rules, orders and procedures – it means that it should be assessed whether operations conform to an accepted way of doing things or not. | |
| | 1.2.4 | Oral communication – a manager can observe performance and compare it with standards and prescribe remedial actions directly to workers by word of mouth. | |
| | 1.2.5 | Disciplinary steps – a worker who is accused of theft may be called for a disciplinary hearing for corrective and preventative measures. | |
| | | (5 × 2) | (10) |

1.3	1.3.1	Kitchen or production department		
	1.3.2	Dining/restaurant/food and beverage department		
	1.3.3	Reception/front of house		
	1.3.4	Housekeeping	(4 × 1)	(4)
1.4	1.4.1	G		
	1.4.2	D		
	1.4.3	F		
	1.4.4	A		
	1.4.5	C		
	1.4.6	E		
	1.4.7	B	(7 × 1)	(7)
1.5	1.5.1	Authority structure		
	1.5.2	Rules and regulations		
	1.5.3	Management practice		
	1.5.4	Vertical coordination		
	1.5.5	Lateral coordination	(5 × 1)	(5)
1.6	1.6.1	A, H		(2)
	1.6.2	B, E		(2)
	1.6.3	D		(1)
	1.6.4	C		(1)
	1.6.5	F, G		(2)
1.7	1.7.1	Staffing is a human resources function to recruit, select and provide placement for possible candidates		
	1.7.2	Ability to use utensils and equipment		
	1.7.3	Ability to work with people		
	1.7.4	Ability to see individual matters in their relationship as a whole		
	1.7.5	Independent unit which operates according to economic principles	(5 × 1)	(5)
				[50]

TOTAL SECTION A: 50

SECTION B**QUESTION 2**

- 2.1 2.1.1 An establishment that provides types of food that can quickly be prepared on customer demand and can be eaten immediately. (1)
- 2.1.2 • McDonald's
• Steers
• KFC
• Fishaways
• Ocean Basket
• Nando's (Any 5 × 1) (5)
- 2.1.3 • Sell conference venues
• Sales from entertainment like swimming pools
• Sales from food and beverages
• Sales from accommodation
• Extra services alike laundering services
• Outdoor wedding venues (6)
- 2.1.4 • Bar manager
• Catering supervisor
• Counter service assistant
• Housekeeping assistant
• Chef
• Room attendant (Any 4 × 1) (4)
- 2.2 • There should be a clear objective and policy
• Effective delegation of authority and responsibility should take place in the department
• Effective communication channels and techniques must be used
• The levels of coordination must be clearly defined
• Participation of group in planning and decision-making should be used
• The different coordination aids such as communication, committees, objectives, must be used to improve cooperation
• A healthy personnel policy should be applied and adapted whenever necessary
• Provide sufficient time and production factors in order for employees to perform their tasks effectively. (Any 5 × 2) (10)
- 2.3 • A lowworker's morale and poor motivation
• The clashing personalities of some employees
• Poor relations between individuals and departments
• Exaggerated emphasis on the importance or urgency of own tasks
• Poor planning and organising
• Poor communication
• Incompetent of individuals and department and unwilling to implement and use new methods (Any 5 × 1) (5)

- 2.4
- The solution must contribute to the achievement of organisational objectives
 - The solution should be acceptable to all those involved
 - Evaluate the solution in terms of the results for the organisation
 - The risk involved with each alternative should also be investigated and the cost implications of each alternative must be measured (4 × 2) (8)
- 2.5
- It broadens your field of knowledge
 - It encourages people to share information with you
 - It improves your personal effectiveness
 - It improves interpersonal relations
 - It facilitates the identification of problems and grievances. (5)
- 2.6
- Administration/management of food service unit
 - Supervision of functional activities
 - Performing functional activities such as reception, storage, preparation and serving of food
 - Additional services such as laundering, clerical services, maintenance and repair
 - The services of computer specialists and microbiologists are sometimes required. (Any 3 × 2) (6)
- [50]**

QUESTION 3

- 3.1
- The identification and formulation of goals
 - The formulation of plans
 - The evaluation of plans and the selection of the best alternative
 - The implementation of the selected plans
 - The direction of activities to ensure that the plan is correctly implemented and executed
 - The final control to assess whether the goals have been achieved. (6)
- 3.2
- Development of food systems
 - Improvement of food systems
 - Operational activities of food service unit
 - Total control of all activities related to food preparation
 - Total control of all activities related to serving of food
 - Inspires employees to render quality service to clients
 - Organise activities related to food preparation
 - Improvement of the abilities and competencies of employees. (Any 6 × 1) (6)
- 3.3
- Changing menu items
 - New serving suggestions
 - Improve presentation of food
 - Improved layout of the food service area
 - Improvement on garnishing (Any 3 × 1) (3)

- 3.4
- Survival
 - Growth and improvement market position
 - Profitability
 - Role in community
 - Increased productivity
 - Innovation
 - Sound relationship in the workplace
- (Any 5 × 1) (5)
- 3.5
- Production standards
 - Marketing standards
 - Profit standards
 - Productivity standards
 - Human resources standards
- (5)
- 3.6
- Measurement should:
- be reliable
 - be valid
 - correspond with organisational objectives and key area should be concentrated on.
- (3)
- 3.7
- Appoint personnel with values and needs that are in line with the values and objectives of the organisation.
 - The individual must be integrated with the organisation
 - Management development is necessary for managers to acquire the necessary knowledge and experience that would be beneficial to the organisation
 - There should be some form of reward for the worker who achieves expected performance
 - Punishment or negative measures should be used only as an extreme measure
 - Control can be applied by acknowledgement and applying factors that could motivate employees to work hard
- (Any 5 × 2) (10)
- 3.8
- Profits are projected from estimated sales, costs and expenses
 - Planning is facilitated because there is a forecast of the future financial standing of the organisation
 - Management have a better understanding of their personal contributions and responsibilities
 - Taking preventative steps can control problems and variables
 - Physical resources such as machinery and equipment can be used in a more productive and economical way
 - Coordination and cooperation between the different departments and sections are increased
 - Economical methods save money by preventing wastage
- (Any 4 × 1) (4)

- 3.9
- The control of physical resources includes aspects such as stock control, quality control and control over equipment
 - Control over human resources includes orderly selection, placement of staff, efficient training and personal development as well as effective performance evaluation and remuneration
 - The control of information resources includes accurate market forecasts, through studying of the environment and economic forecasts
 - Financial resources include control over cash flow, debtors budgets, sales, production costs, market share and other activities which can be quantified in financial terms.
- (4 × 2) (8)
[50]

QUESTION 4

- 4.1
- Uncertainty of the future makes planning difficult
 - Changes occur at an increasing pace
 - Good planning requires considerable costs
 - The size of the enterprise and intricate operations, requires particular insight and initiative to plan for large enterprise
 - The efficiency of the planner will be determined by the ability to see a situation in perspective and evaluate it
 - Planning can be exaggerated by too many reports and instructions without any practical value.
- (Any 5 × 1) (5)
- 4.2
- Top management is mostly involved with strategic planning and spends most of their time formulating plans to guide the organisation into future
 - Strategic planning periods vary between two to three 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 details, but only provides broad outlines
 - 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 organization
 - Strategic planning is more flexible and adaptable than short-term planning.
- (Any 5 × 2) (10)

- 4.3
- Planning positively contribute to the achievement of the enterprise objectives
 - Planning is the pre-requisite for the execution of the other managerial functions
 - Plans for the different departments must be based on the same assumption of better coordination
 - Effective communication must exist between all planners
 - Planning procedures and programs must be based on the policy framework
 - Good timing is necessary for coordination between departments
 - The right choice has to be made from possible alternatives to obtain the objectives
 - Planners must have insight in all information regarding the planned activities
 - Planning should be done for as long ahead as possible
 - Planning must be flexible and adapt to changing circumstances
 - Effective planning requires constant feedback on progress to allow for deviation
 - In competitive situations, plans should consider the action of competitors.
- (Any 5 × 2) (10)
- 4.4
- Formulate messages clearly and directly, use a suitable language that is understandable
 - Plan the communication thoroughly
 - Messages must be formulated with the receiver's abilities in mind
 - Repetition of messages is helpful to reduce faulty decoding and selective recall
 - Time pressures may sometimes hinder the reception of messages
 - Feedback should be encouraged
 - Follow-up procedures are necessary to determine if the message has been received and understood correctly.
- (Any 4 × 1) (4)
- 4.5
- Self-confidence and the tendency to behave as an extrovert
 - Above-average intelligence
 - A dynamic appearance and charismatic behaviour
 - Adaptability, good communication and social skills
 - A specific ability to co-operate and organise
- (5)
- 4.6
- It creates opportunity for decision-making on lower levels and teaches employees to be responsible for tasks
 - It creates an equal distribution of work amongst all employees in the organisation and encourages efficient work performance
 - Effective delegation of authority can improve morale amongst workers.
- (3)

- 4.7
- Create a work environment free from fear and frustration
 - Proper planning should be done
 - Define delegated tasks clearly and allocate the necessary authority to perform it
 - Accountability cannot be sacrificed
 - Only one central authority should exist for each organizational unit
 - Minimum levels of authority should exist
 - Inter-related tasks should be grouped under the same authority
 - Instruction should be suitable and acceptable to the responsible subordinate
 - The authority for doing the work should be close to the point of execution
 - Lines of authority should be clearly defined
 - There should be full recognition for responsibility accepted by subordinates
 - Sufficient assistance and control should exist
 - There is a limit to the number of people who can be managed successfully by one person, as the span of control is limited
 - There should be enough motivation for teamwork
 - Work should be evaluated periodically (Any 5 × 1) (5)
- 4.8
- Large amounts of work should be performed in order for workers to specialise and be occupied on a full-time basis
 - Fixed amount of work, materials suitable product design and product technology should be available. (2 × 2) (4)
- 4.9
- Commercial sector includes those establishments profiting from rendering a service such as hotels, restaurants and cafes while non-commercial sector includes those establishments that provide a service without necessarily having to make a profit, but delivering a service within a given budget. (2 × 2) (4)
- [50]**
- TOTAL SECTION B: 150**
GRAND TOTAL: 200