



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE APPLIED MANAGEMENT N4

9 October 2020

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	False	(10 × 1)	(10)
	1.1.2	True		
	1.1.3	True		
	1.1.4	False		
	1.1.5	False		
	1.1.6	False		
	1.1.7	False		
	1.1.8	True		
	1.1.9	True		
	1.1.10	True		
1.2	1.2.1	F	(10 × 2)	(20)
	1.2.2	B		
	1.2.3	L		
	1.2.4	H		
	1.2.5	E		
	1.2.6	G		
	1.2.7	I		
	1.2.8	A		
	1.2.9	C		
	1.2.10	D		
1.3	1.3.1	The master budget is the summary of all other budgets or estimates in an organisation.	(5 × 2)	(10)
	1.3.2	The capital budget indicates the planned investment in property and other physical facilities to maintain or extend present production capacity.		
	1.3.3	The staff budget deals with staff issues like training.		
	1.3.4	The sales budget gives an indication of the expected rand value of the number of items sold.		
	1.3.5	The purchases budget is a budget for purchasing raw materials used for producing the products.		
1.4	1.4.1	Strategic planning	(5 × 2)	(10)
	1.4.2	Operational planning		
	1.4.3	Functional planning		
	1.4.4	Strategic planning		
	1.4.5	Operational planning		

TOTAL SECTION A: 50

SECTION B**QUESTION 2**

- 2.1
- Planning gives direction and clarifies goals
 - Planning promotes cooperation
 - Planning compels managers to look to the future
 - Planning is important for effective utilisation of modern resources
 - Planning ensures coordination
 - Planning promotes stability
 - Planning involves a thought process
 - Planning is economical
 - Planning is an ongoing process and not only essential for new organisations (Any 5 × 2) (10)
- 2.2
- Objectives should be clearly defined as they are important guidelines for the enterprise and will contribute to harmony among staff
 - Plans should be simple so that everyone involved can understand them
 - Available resources should be fully utilised before new methods are considered
 - Plans should be flexible and adapted to changing circumstances
 - People involved in the execution of plans should understand and accept them
 - Plans should be concrete, specific and achievable
 - Planning should be implemented throughout the enterprise
 - Plans should indicate the methods and procedures to achieve set goals
 - The best plans for the achievement of goals should be chosen (Any 5 × 2) (10)
- 2.3
- Uncertainty of the future makes planning difficult
 - Changes occur at an increasing pace
 - Good planning requires considerable cost
 - The size of the enterprise and intricate operations require particular insight and initiative to plan for large enterprises
 - The efficiency of the planner will be determined by the ability to have perspective on a situation and evaluate it
 - Planning can be exaggerated by too many reports and instructions that do not have any practical value (Any 5 × 2) (10)
- 2.4
- Some individuals are in control and therefore give orders that are performed by others
 - An orderly pattern of behaviour is established where certain people are identified as managers and others as subordinates
 - Leaders' style of communication is determined by their level of authority
 - Division of labour takes place
 - A successful organisational structure is dynamic and should change and adapt to current conditions (5)

- 2.5
- Administration/management of the food service unit
 - Supervision of functional activities
 - Performing functional activities such as reception, storage, preparation and serving of food
 - Additional services such as laundry services, clerical services, maintenance and repairs
 - The services of computer specialists and microbiologists are sometimes required
- (5)
- 2.6
- Determine the objectives based on policy✓
 - Horizontal division of labour✓ is the establishment of positions and the grouping of employees to create departments and sections
 - Delegation of authority✓ aims at organising work tasks between managers and their subordinates
 - The coordination of activities✓ is done to ensure that everyone is part of a team working together to achieve the overall objectives of the organisation
 - Control ✓over the various activities is done to ensure that goods and services of excellent quality are produced
- (5)
- 2.7
- The system is very simple
 - Unity of command exist
 - Authority, responsibility and accountability in the organisation are very specific
 - Promotes fast decision making
 - Is more economical because of its simplicity
- (5)
[50]

QUESTION 3

- 3.1
- It improves personal effectiveness
 - It broadens your field of knowledge
 - It encourages people to share information with you
 - It improves interpersonal relations
 - It facilitates the identification of problems and grievances
- (5)
- 3.2
- Production standards
 - Marketing standards
 - Profit standards
 - Productivity standards
 - Human resources standards
- (5)
- 3.3
- Study the budget of the previous year and consider any deviations that occurred
 - The objectives of the food service concerned
 - Statistics on experience of sales, sales reports, and other sales statistics
 - Future operational policy of the enterprise
 - National, regional, and local economic conditions
 - Sales and expenditure tendencies
 - Menu prices, customer choices, portion sizes and food cost per portion
 - Payroll information
- (Any 5 × 1) (5)

- 3.4
- To be able to determine the size and value of stock
 - To be able to keep enough stock
 - To comply with the demand for quality, quantity, time and place
 - To exercise control over the price of stock
 - To achieve better utilisation of production means
 - To help the production system to flow more easily
- (Any 5 × 1) (5)
- 3.5
- Help the group to work together as a harmonious unit
 - Maintain authority in the democratic group
 - Encourage discipline and accept responsibility for the group
 - Treat employees firmly and in a friendly manner
 - Increase morale, inspire enthusiasm, security and self-confidence
 - Organise and tackle problems in a logical manner
 - Determine objectives, plan tasks and organise in co-operation with subordinates
 - Delegate responsibilities to subordinates
 - Learn new work methods and eliminate wastage
 - Support employees and give recognition to employees for their task performances
- (Any 5 × 1) (5)
- 3.6
- Award bonuses for targets reached
 - Give incentives
 - Show social support when needed
 - Give day off for more hours worked
 - A trip away with family
 - Job rotation
 - Job enlargement
 - Job enrichment
 - Employee of the month/year award
 - Appreciation when something is done excellently
- (Any 5 × 1) (5)
- 3.7
- Formulate messages clearly and directly✓
 - Plan the communication thoroughly ✓
 - Messages should be formulated with the ability of the receiver in mind✓
 - Repetition of messages is helpful to reduce faulty decoding and selective recall✓
 - Time pressure may sometimes hinder the reception of messages✓
 - Feedback should be encouraged
 - Follow-up procedures are necessary to determine whether the message was received and understood correctly
- (Any 5 × 1) (5)

- 3.8
- To ensure that the collective effort is effective✓
 - To ensure that actual achievements agree with plans✓
 - It is essential as change is the most integral part of organisations ✓
 - Complexity of organisations necessitates extensive control systems✓
 - Managers retain accountability to seniors when responsibility is delegated✓
 - It is necessary due to the inherent shortcomings and faults of people and processes.
 - It leads to standardised actions that increase efficiency
 - It prevents malpractice, theft and wastage
 - It leads to performance evaluation of workers (Any 5 × 1) (5)
- 3.9
- Control before the execution of a task✓
Aimed at the prevention of problems✓
 - Control during work performance✓
e.g. when making macaroni and cheese, it is important to check if the cheese sauce has been made according to the standard recipe before adding it to the macaroni✓
 - Control after execution of the work✓
Checking the end results of completed task to determine whether it was done correctly (5)
- 3.10
- The techniques used in the control process should be understandable to everyone
 - The information concerning performance in the control system must be based on accurate, reliable and valid information
 - The control system should be flexible so that it may be adjusted to respond to changes in the environment
 - Control should be economical
 - The correct timing for the control process is important
 - The control process should be acceptable to employees
 - A control system should be objective
 - A control system should be suitable for the type of organisation
 - Control should be coordinated with the workflow in the organisation
 - Control is based on the feedback of information concerning the actual performance
 - Control should be direct and planned to maintain direct contact between those in control and those being controlled
 - Optimum control can only be achieved if strategic key areas are identified (Any 5 × 1) (5)
- [50]**

QUESTION 4

- 4.1 4.1.1 Effective food production
 4.1.2 Excellent service to clients
 4.1.3 Sell accommodation, render friendly service
 4.1.4 Clean rooms and public areas
(4 × 2) (8)
- 4.2 • Coordination at middle management takes place in one department in an organisation
 • It is between the departmental manager and the subordinates
 • The manager receives information or instructions from top management
 • The unit manager also cooperates with other managers from other units or departments and with lower management
 • The middle manager gets instructions from top level and also transfers messages to lower levels
(Any 3 × 1) (3)
- 4.3 • There should be clear objectives 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 the groups in planning and decision making should be used
 • Different coordination aids such as communication, committees, objectives, etc. must be used to improve cooperation
 • A healthy personnel policy should be applied and adapted whenever necessary
 • Sufficient time and production factors should be supplied for employees to perform their tasks
(Any 5 × 1) (5)
- 4.4 Poor communication between individuals and departments can lead to ignorance regarding the importance and advantages of cooperation. Teamwork should be emphasised in the organisation. (2)
- 4.5 • The identification and formulation of goals
 • The formulations of plans
 • The evaluation of plans and 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)
- 4.6 • A manager can create a warm, welcoming atmosphere in a restaurant
 • A manager can develop a new style of serving certain dishes
 • Dishes can be well garnished to tantalise the taste buds
 • Mission statements can be revisited to attract customers
 • A new painting can also bring changes in a restaurant (Any 2 × 2) (4)

- 4.7
- Religious groups, royal households, colleges and inns were the first organisations to provide food in bulk
 - The development of fields such as of microbiology, physics and industrial engineering led to the improvement of food production
 - The commercial food service sector produced pioneers with innovative and visionary ideas
 - Changing lifestyles and economic conditions have led to a demand for convenience, value and fresh produce
 - Must be aware of current trends to provide customer satisfaction and to run a financially sound operation
 - Personal conduct should always be professional (Any 5 × 1) (5)
- 4.8
- Hotel offers food, drink and accommodation
 - Standards of service vary from one type to another and types of customers attracted also differ
 - Additional facilities can be given where needed
 - Graded with one to five stars depending on the service rendered
 - Laundry and florist functions can be contracted
 - Different meals served depending on the hotel preferences
 - Services are paid for by the end user
 - Room service also provided
 - Many large hotels form part of a hotel chain (Any 5 × 1) (5)
- 4.9
- Catering managers
 - Assistant catering managers
 - Kitchen superintendents
 - Dining-room supervisors
 - Cooks (5)
- 4.10
- People with specialised knowledge can also apply their knowledge in other functional areas
 - Effective delivery of all services can be improved (2)
- 4.11
- Type of organisational structure mostly found in organisations that provide product/service
 - Each department is independent and responsible for own product/service
 - Functional divisions such as marketing etc. can be found within the department
 - Enables the organisation to utilise the specialist knowledge employees may have on the product/service
 - Coordination can be hampered – especially if purchasing is done for the entire organisation (5)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200