



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
APPLIED MANAGEMENT N4**

6 JUNE 2013

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

- | | | | | |
|-----|--------|--|----------|------|
| 1.1 | 1.1.1 | Restaurant | | |
| | 1.1.2 | Security | | |
| | 1.1.3 | Informal | | |
| | 1.1.4 | Budget | | |
| | 1.1.5 | Policy | | |
| | 1.1.6 | Leader | | |
| | 1.1.7 | Decoding | | |
| | 1.1.8 | Clubs | | |
| | 1.1.9 | Plan | | |
| | 1.1.10 | Depth | (10 × 2) | (20) |
| 1.2 | 1.2.1 | Resource – staff, money, computers, ingredients, building, stoves, kitchen equipment | | |
| | 1.2.2 | Objective/Goal – make a profit, render excellent service, expand, increase amount of clients, increase the amount of rooms (any applicable long- or short-term goal) | | |
| | 1.2.3 | Innovation – new menu items, new decorations, new garnishes, new ways of presenting food items | | |
| | 1.2.4 | Control – budgets, stock sheets, stock taking, cash records | | |
| | 1.2.5 | Internal communication instrument – memoranda, internal e-mails, newsletters | (5 × 2) | (10) |

1.3	1.3.1	D		
	1.3.2	B		
	1.3.3	B		
	1.3.4	D		
	1.3.5	D		
	1.3.6	A		
	1.3.7	C		
	1.3.8	D		
	1.3.9	A		
	1.3.10	D		
			(10 x 2)	(20)
				[50]
			TOTAL SECTION A:	50

SECTION B**QUESTION 2**

- 2.1 They sell food and drink. Many are also licensed to sell alcoholic beverages. There is a large variety of different types of restaurants with different themes, operating times, menus. (3)
- 2.2
- Top management mostly involved with strategic planning and spends most of their time formulating goals.
 - Strategic planning periods vary between 2–30 years.
 - It 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 provide 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 among the opportunities and risks in the business environment to ensure the profitable survival of the organisation.
 - It is more flexible and adaptable than short-term planning.
- (Any 5 x 1) (5)

- 2.3 Operational planning ✓✓
A time span of one year, changing the menus are not for future, but to be implemented in the near future. ✓✓ (2 + 2) (4)
- 2.4
- Uncertainty of the future
 - Changes occur at an increasing pace
 - Requires considerable cost
 - The size of the enterprise and degree of difficulty
 - The efficiency of the planner, such as inefficiency, poor knowledge of the organisation
 - Planning can be exaggerated by too many reports
- (6 × 2) (12)
- 2.5
- Expert knowledge and advice is available when needed.
 - Departmental heads can pay more attention to their management task and can get expert advice regarding affairs which require specialised skills or knowledge
 - Everybody can benefit from the expert knowledge of the advisors.
- (3 × 2) (6)
- 2.6 Authority✓✓ – the rights and powers inherent in a position. This empowers the employee to give orders, manage, take decisions, act and exercise control to get the work done. ✓
- Responsibility – Where authority has been allocated, responsibility is born. It is the obligation to carry out orders to the benefit of the organisation as a whole.
- Accountability – This is the obligation of exercising responsibility, to give authority and to account for it.
- (3 × 3) (9)
- 2.7
- Departmentation according to function
 - Departmentation according to product/service
- (2 × 2) (4)
- 2.8
- 2.8.1 Span of control
- 2.8.2 Flat or wide span of control
- 2.8.3 Tall or narrow span of control (3)
- 2.9
- 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
- (4)

[50]

QUESTION 3

- 3.1 - Communicating
- Motivating (2)
- 3.2 Programmed decisions:
- Part of our daily tasks. Decisions concerning structured problems which occur repetitively ✓
 - Rules, policies and procedures developed ✓
 - Can be made quickly, consistently and cheaply ✓
- Non-programmed decisions:
- Decisions which are unique ✓
 - When the problem does not have the same appearance as before ✓
 - Creative management approach (4)
- 3.3 - Top management ✓✓ – long term planning ✓
- Middle management – functional planning
- Supervisory level management – operational planning (3 × 3) (9)
- 3.4
- Sender ✓ – yourself
 - Encoding – sender formulates the information in his thoughts as an understandable message
 - Message – the new children's menus
 - Channel or medium – the meeting
 - Receiver – general manager and restaurant managers
 - Decoding – the ideas being understood by the managers
 - Barriers/Noise – something preventing the message from being received by the receiver
 - Feedback – through this the sender can determine whether the message has been correctly understood (8)
- 3.5 3.5.1 Synchronising
- 3.5.2 Harmonising
- 3.5.3 Integration (3 × 2) (6)

- 3.6
- A worker's low morale and poor motivation √√
 - Clashing personalities of employees √√
 - Poor relations between individuals and/or departments √√
 - Exaggerated emphasis on importance or urgency of own tasks √√
 - Poor planning and/or organising √√
 - Poor communication √√
 - Workers or departments can be incompetent or unwilling to implement and use new methods, procedures and equipment. √√
- (7 × 2) (14)
- 3.7 It is the ability to see individual tasks/aspects in their relation to the whole. (2)
- 3.8
- Set clear objectives and instructions
 - Train subordinates to render excellent service
 - Give the subordinate opportunity to work without interference
 - Give regular feedback to the employee for him to know if he has performed the task correctly
 - Look after subordinates
 - Explain decisions and instructions
 - Act consistently to prevent conflict or problems
 - Honest actions of the supervisor in regard to his instructions are important
- (Any 5 × 1) (5)
[50]

QUESTION 4

- 4.1 The restaurant manager must make sure the following personnel are aware:
- Chef
 - Cooks
 - Waiters
 - Host/Hostess
- (Any THREE applicable answers) (3)
- 4.2
- If it is done in a satisfying and appealing manner, it provides satisfaction to the clients.
 - It reflects the image of the restaurant.
 - It reflects attention to details.
 - It gives the impression of a quality product.
 - It must be the same throughout the whole restaurant chain.
- (Any THREE applicable answers) (3)

- 4.3 4.3.1 • To determine the size and value of the stock
 • To keep enough stock to comply with the demands for quantity, quality, time and place
 • To control the price of stock
 • To help the 'production' system flow more easily
 • An 'out of stock' situation is embarrassing and you can lose customers
(3 × 2) (6)
- 4.3.2 • Proper records
 • A good relationship between management and employees can reduce theft
 • Using the fear technique
 • Rewards for efficiency
 • The use of 'stool pigeons', where employees who report theft by their fellow employees will be compensated
 • Checking packages and handbags of employees before they leave each day/or random checks
 • Observance and vigilance
(Any FOUR applicable answers) (4)
- 4.4 4.4.1 Observation – This is where the manager uses his/her senses (hearing/taste/smell/sight and touch) to measure many production standards such as looking at the food, looking at how the workers are physically performing their tasks etc.
- 4.4.2 Disciplinary steps – a worker who is accused of theft may be called for a disciplinary hearing. The control effect in this case is corrective and preventative.
- 4.4.3 Standing limits – These limits define the areas of freedom of action. Permission must first be obtained to go outside of these limits. Each worker has a limit as to what he/she can do or decide without asking any further permission.
- 4.4.4 Audit – This is the periodic revision of all the procedures, rules and policy. Looking at what happened over the last few months and giving a report on the performance of individuals and the company as a whole.
(4 × 2) (8)
- 4.5 4.5.1 Financial resources
- 4.5.2 Information resources
- 4.5.3 Human resources (in no specific order)
(3 × 2) (6)

- 4.6 4.6.1 - It can be described as a statement of planned expenditure ✓
 - In terms of money ✓
 - Time ✓
 - Personnel ✓
 - Equipment (4)
- 4.6.2 • Projects are projected from estimated sales, costs and expenses.
 • Planning is helped because there is a forecast of the future financial standing of the company.
 • Management has a better understanding of their personal contributions.
 • It helps if you can take preventative steps.
 • Physical resources can be used in a more productive and economical way.
 • Co-ordination and co-operation between different departments and sections are increased.
 • Economical methods save money by preventing waste.
 (Any answer where student shows insight) (4)
- 4.6.3 • Managers may use the budget as a holy law instead of an aid.
 • If a poor budget has been compiled, it will have a negative influence on the organisation.
 • Budgets can sometimes encourage spending instead of saving.
 • Growth may be inhibited because attention is focused on previous achievements instead of on present growth. (4)
- 4.7 • Decisions can be made on the level where they will have an impact.
 • Top management can devote more time to the bigger plans.
 • The organisation is more flexible since the reaction to change is quicker.
 • Decision-making is faster because higher management levels do not have to be involved with every decision.
 • The risk of losing staff is more evenly distributed.
 • Knowledge concerning important aspects of specific types of activities is easier obtained.
 (Any 4 x 2) (8)
- TOTAL SECTION B: 150**
GRAND TOTAL: 200
- [50]