

# higher education & training

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

## **MARKING GUIDELINE**

**NATIONAL CERTIFICATE**  
**NOVEMBER EXAMINATION**  
**APPLIED MANAGEMENT N4**  
**15 NOVEMBER 2013**

**This marking guideline consists of 8 pages.**

**SECTION A****QUESTION 1**

- 1.1      A      Commercial
- B      Non-commercial
- C      Commercial or non-profit commercial
- D      Non-commercial
- E      Commercial
- F      Non-commercial
- G      Non-commercial
- H      Commercial
- I      Commercial
- J      Non-commercial or non-profit commercial
- (10 x 1)      (10)
- 1.2      1.2.1      D
- 1.2.2      A
- 1.2.3      G
- 1.2.4      B.
- 1.2.5      C
- 1.2.6      I
- 1.2.7      E
- 1.2.8      F
- 1.2.9      J
- 1.2.10      H
- (10 x 2)      (20)
- 1.3      1.3.1      D
- 1.3.2      C
- 1.3.3      A

1.3.4	A		
1.3.5	D		
1.3.6	D		
1.3.7	D		
1.3.8	B		
1.3.9	C		
1.3.10	D		
		(10 x 2)	(20)
			<b>[50]</b>
		<b>TOTAL SECTION A:</b>	<b>50</b>

**SECTION B****QUESTION 2**

- 2.1 Partnership: Two, but not more than twenty people agree to contribute to the survival of the organisation. A partnership is not a legal entity and partners are jointly and individually responsible for all debts and liabilities. (3)
- 2.2
- Top management is mostly involved and spends most of the time formulating plans to guide the organisation into the future.
  - Planning periods vary between 2–30 years.
  - 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 negative to the existence of the organisation.
  - Management tries to make use of the resources and skills of the organisation.
  - Strategic planning is more flexible and adaptable than short term planning. (6)
- 2.3
- Also called short-term planning or action plans.
  - Usually have a time-span of one year.
  - Derived from functional plans.
  - It has to do with the daily activities of the organisation. (4)
- 2.4
- Planning gives direction and clarifies goals/objectives
  - Planning promotes co-operation between various departments and Individuals.
  - Planning compels managers to look to the future and to eliminate crisis management.

	<ul style="list-style-type: none"> <li>• Planning is important for effective utilisation of modern technology.</li> <li>• Planning ensures co-ordination.</li> <li>• Planning promotes stability</li> <li>• Planning involves a thought process/decision making process.</li> <li>• Planning is economical (saves time/money/effort)</li> </ul>	(6 x 2)	(12)
2.5	2.5.1 Best homemade food in town.		
	2.5.2 To provide high quality food for any occasion at the best possible price. (OPEN ANSWER)	(2 x 2)	(4)
2.6	Organisations find themselves in an ever-changing world. Planning is therefore essential to survive and grow. Planning is also necessary on a daily basis to plan for each day's operational activities and this must meet the strategic planning.		(4)
2.7	<ul style="list-style-type: none"> <li>• The formal structure indicates relations (responsibilities and authority) between the organisational components.</li> <li>• It aims to organise tasks within the organisation.</li> <li>• It indicates who does what and each person's responsibility.</li> </ul>		(3)
2.8	Line Organisation – This structure is straight forward and can be used even for a small, uncomplicated organisation.	(1 + 2)	(3)
2.9	<ul style="list-style-type: none"> <li>• It refers to the personal contact, interaction and grouping of people within the formal organisation.√√</li> <li>• It is not designed formally and consciously.√√</li> </ul>		(4)
2.10	2.10.1 Vertical		
	2.10.2 Horizontal	(2 x 2)	(4)
2.11	<ul style="list-style-type: none"> <li>• Authority</li> <li>• Responsibility</li> <li>• Accountability</li> </ul>		(3)
			<b>[50]</b>

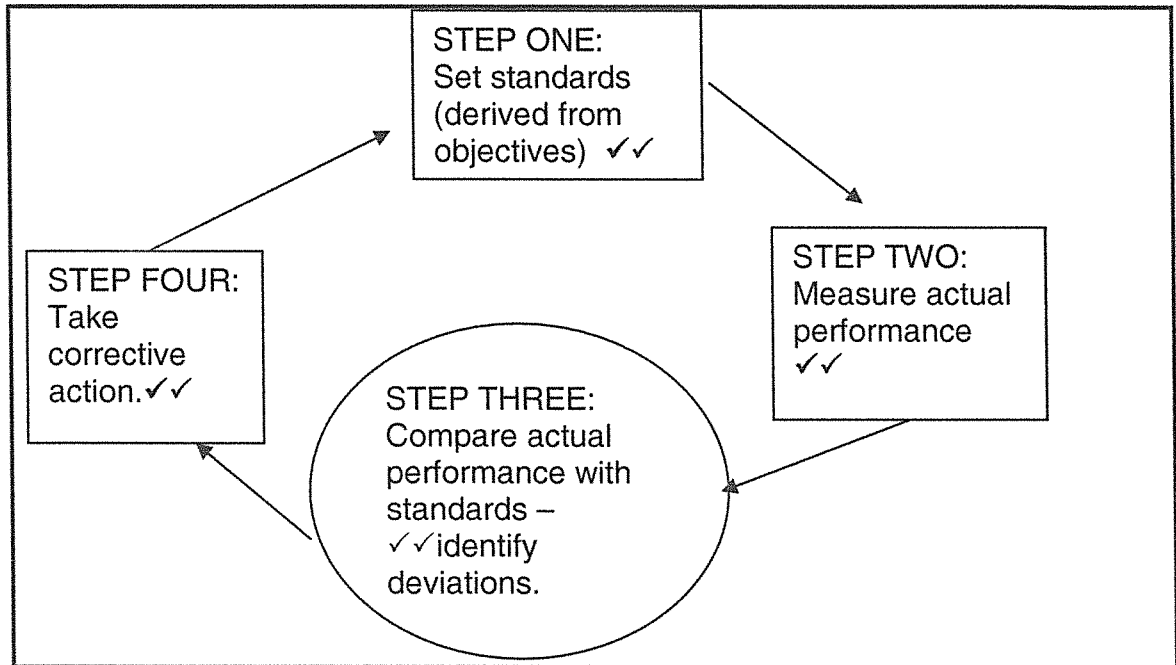
**QUESTION 3**

- 3.1
- An indication of a specific position that is occupied.eg a hotel manager.
  - A characteristic of a specific person for example a person who takes control during a crisis situation.
  - A form of conduct, e.g. a dynamic and positive person
- (3 x 2) (6)
- 3.2
- 3.2.1 Worker-centred style – Focuses on the completion of tasks and job performance, but is sensitive to people and human relations. Leader gives the minimum guidelines and is more participating.
- 3.2.2 Situational leadership style – The situation is considered the most important factor in determining the leadership style.
- 3.2.3 Paternalistic leadership style – A fatherly influence exists between the leader and the group. The aim is to protect and to take care of the welfare and the comfort of the subordinates.
- 3.2.4 Autocratic leadership style – The leader feels that because of his position and authority, he knows best and can thus make all the decisions himself.
- 3.2.5 Democratic leadership style – This style uses the ideas of group members and strives towards the participation of the group.
- (5 x 2) (10)
- 3.3
- Overloading
  - Prior information, prejudices, pre-conceived ideas
  - Language differences
  - Clashing personalities
  - Human deficiencies
  - Credibility of the source
  - Lack of interest and trust in the messenger
  - Status levels
  - Conflict and emotions such as fear of the manager
  - Lack of feedback
- (5 x 2) (10)
- 3.4
- Individual differences and needs must be acknowledged.
  - Set achievable goals.
  - Rewards must be appropriate to the individual and linked to achievement.
  - All rewards must be fair.
  - Determining appropriate financial remuneration is important.
  - Positive reinforcement includes the creation of the right work environment.
  - Participation is important.
  - Leading and feedback on tasks are important.
- (4)

## APPLIED MANAGEMENT N4

- 3.5      3.5.1      Regular discussions and meetings – Effective communication can take place during these meeting and discussions√√. Here they can discuss problems and work tasks with management.√ This will ensure the smooth running of an organisation.
- 3.5.2      Organisational culture – A positive culture increases loyalty, morale and the willingness to work with others which in turn helps with co-ordination.
- 3.5.3      Development, training and education – Sending staff on courses for these will contribute to job enrichment, which will create job satisfaction, a positive attitude towards the company and thus a willingness to co-operate and co-ordinate.
- (3 x 3)      (9)
- 3.6      • Harmonising  
• Synchronising  
• Integration
- (3)
- 3.7      • A low worker's 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.  
• Individuals or departments which are unwilling or incompetent to implement and to use new methods, procedures and equipment.
- (4 x 2)      (8)  
[50]
- QUESTION 4**
- 4.1      4.1.1      • Mostly privately owned and operated. staff is usually limited and has to be able to do all the work sufficiently.  
• Breakfast and supper are mostly catered for. The owner or host/hostess of a guest house must live on the premises.
- (4 x 2)      (8)
- 4.1.2      Bed and breakfast usually more limited in terms of service and amenities, and biggest difference is that owners/host does not have to live on the premises.
- (2)
- 4.2      Flat/wide span of control. √√  
There are only a few subordinates to manage and not many divisions or managers. Thus Trish/Rowena will have all the employees directly under them.  
√√
- (2 + 2)      (4)

4.3



(4 x 2)

(8)

4.4

4.4.1

- To ensure that the collective effort is effective.
- To ensure that actual achievement are in agreement with plans.
- It is necessary because people make mistakes. (shortcomings and faults)
- Change happens and therefore control is necessary.
- Managers retain their accountability towards their seniors when responsibility is delegated.
- Complexity of organisations necessitates effective control.
- It leads to standardised actions that increase efficiency.
- It leads to performance evaluation of workers

(5 x 2)

(10)

4.4.2

- Proper records
- 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 of their fellow employees will be compensated.
- Checking packages and handbags of employees before they leave each day/or random checks.
- Observance and vigilance.
- Closed-circuit televisions
- Anchoring removable objects.

(6 x 2)

(12)

4.5

When your stock levels have reached a point where you have to place an order to make sure that you never run out of stock/ingredients completely.

(2)

- 4.6
- She must have knowledge of the grades of raw products
  - Prices
  - Quality
  - Quantity specifications
  - Market fluctuations
  - Seasonality
  - Menu of the establishment

(4)  
[50]

**TOTAL SECTION B: 150**  
**GRAND TOTAL: 200**