

higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

APPLIED MANAGEMENT N4

21 NOVEMBER 2014

This marking guideline consists of 9 pages.

SECTION A

QUESTION 1.1

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(10 × 2) (20)

1.2	1.2.1	B		
	1.2.2	C		
	1.2.3	C		
	1.2.4	D		
	1.2.5	D		
	1.2.6	B		
	1.2.7	B		
	1.2.8	C		
	1.2.9	C		
	1.2.10	D		
			(10 × 2)	(20)
1.3	1.3.1	Single		
	1.3.2	Induction		
	1.3.3	Decoding		
	1.3.4	Span of control		
	1.3.5	Re-order level		
			(5 × 2)	
				(10)
				[50]
			TOTAL SECTION A:	50

SECTION B**QUESTION 2**

2.1	• Mixers			
	• Proving ovens			
	• Dishwashers			
	• Breadroll shapers			(4)
2.2	2.2.1	Technical skills – refer to the ability to use utensils or equipment with competence and to apply methods and procedures correctly to effectively perform a task.		
	2.2.2	Interpersonal skills – also called human skills and involve the ability to work with people.		
			(2 × 2)	(4)
2.3	• Airlines and tour buses			
	• Railways – trains such as Blue Train, Rovos Rail			
	• Maritime catering – luxury cruise liners		(3 × 2)	(6)

- 2.4 2.4.1 It is a type of restaurant that sells food which is prepared quickly on customer demand and can be eaten immediately. (2)
- 2.4.2
- Hamburgers
 - French fries
 - Pies
 - Toasted sandwiches
 - Pizza slices
 - Hotdogs
 - Fish and chips (Any 4 × 1) (4)
- 2.4.3
- Many people are working long hours and do not have time to prepare a meal at home.
 - Often both parents are working and sometimes need food fast.
 - It is convenient and well-priced. (Any 2 × 1) (2)
- 2.4.4 Commercial sector (2)
- 2.5
- 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.
 - Planning is important for effective utilisation of modern technology.
 - Planning ensures co-ordination.
 - Planning promotes stability
 - Planning involves a thought process/decision making process.
 - Planning is economical (saves time/money/effort) (Any 6 × 1) (6)
- [30]

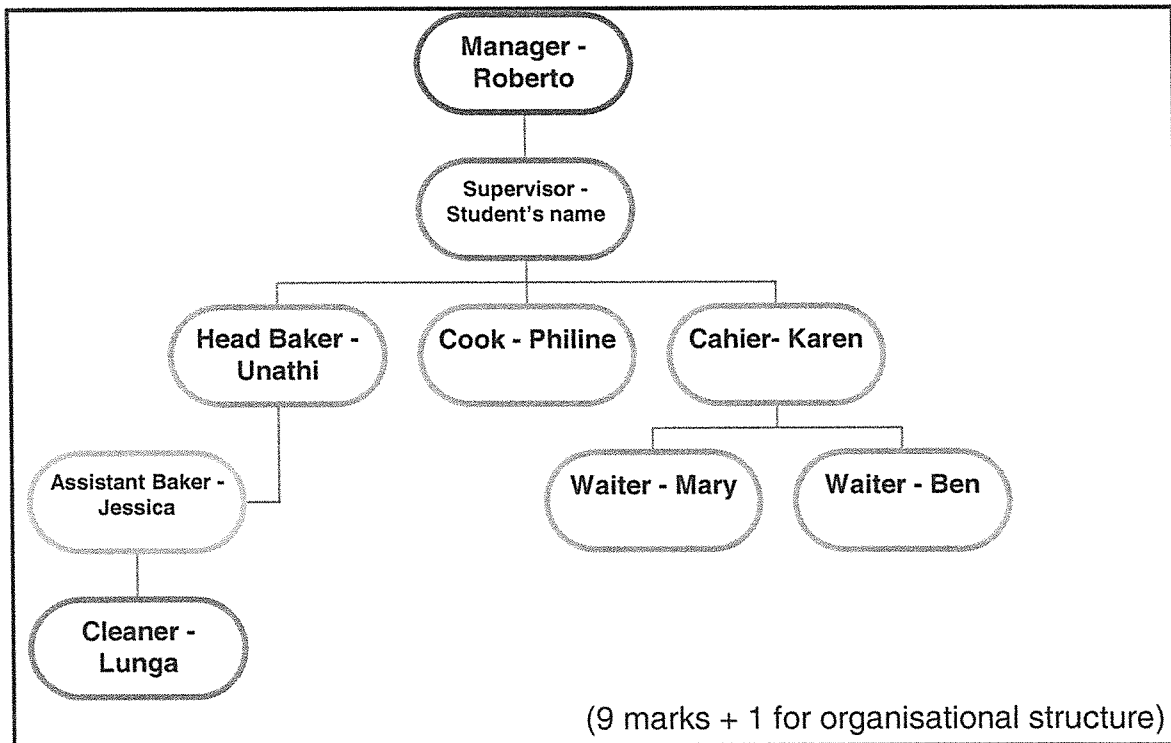
QUESTION 3

- 3.1
- | STRATEGIC PLANNING | OPERATIONAL PLANNING |
|--|---|
| <ul style="list-style-type: none"> • Top management is mostly involved • Plans vary between 2–30 years • Plans for enterprise as a whole • Plans not described in detail • Flexible and adaptable | <ul style="list-style-type: none"> • Lower level management • Supervisory management involved • Time-span of 1 year • Got to do with the daily activities of organisation • Plans for departments and sections • Plans described in detail • Not very flexible and adaptable |
- (5 × 2) (10)
- 3.2
- | | |
|-------|---|
| 3.2.1 | B |
| 3.2.2 | A |
| 3.2.3 | B |
| 3.2.4 | C |
| 3.2.5 | C |
| 3.2.6 | A |
- (6 × 2) (12)
- 3.3
- Goals and objectives must be clearly defined so that everyone knows exactly what they are striving towards.
 - Plans should be simple so everyone involved can understand.
 - It should fully utilise available resources before new methods are considered.
 - Plans should be flexible to adapt to changing circumstances.
 - People involved should understand and accept the plans.
 - 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 4 × 1) (4)
- 3.4 Vertical√√ and horizontal√√ (2 × 2) (4)
- [30]**

QUESTION 4

- 4.1 4.1.1 Authority – The rights and responsibilities that forms part of a position. It empowers the employee to give orders, manage and take decisions. (3 × 2) (6)
- 4.1.2 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.
- 4.1.3 Accountability – This is the duty to exercise responsibility, to give permission and to account for it. (3 × 2) (6)
- 4.2 4.2.1 Function
4.2.2 Product/Service
4.2.3 Geographical area (3 × 2) (6)

4.3



- 4.4
- Formulate the message clearly and directly.
 - Plan the communication thoroughly.
 - Messages must be formulated with the receiver's abilities in mind.
 - Repetition of messages is helpful.
 - 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 × 2) (8)
- [30]

QUESTION 5

5.1 Step 1 – Identify and define the problem

The oven has broken down.

Step 2 – Collect relevant information

Getting quotations to repair the oven and also finding out prices for a new oven.

Step 3 – Determine objectives for decision

The fact is the bakery needs an oven which is reliable and would not break down again in the near future.

Step 4 – Develop alternative solutions

Either the broken oven must be repaired as soon as possible, or written off as obsolete and a new oven must be bought.

Step 5 – Evaluate the alternative solutions

Decide which option is the best. Does the bakery have sufficient funds to buy a new oven, or should the old oven be repaired and hope that the oven would still keep for a few years before something else breaks down.

Step 6 – Choose the best alternative

Now decide which option is the best.

Step 7 – Implement the decision

Now you have to go into action. Either arranges that the oven gets repaired or arrange for a new oven to be installed – depending on your decision.

Step 8 – Evaluate the results

After the specific action has taken place, decide whether the choice made was a good choice.

(8 × 2) (16)

- 5.2 The front of house department has to inform housekeeping which rooms are booked. They also have to inform the F&B department how many people to expect for breakfast. Housekeeping has to make sure the booked rooms are neat and clean for the guests. The kitchen has to provide satisfying food for the guests. If one of these departments does not work together, the hotel would not succeed in providing satisfactory service and would not function as a unit. All these departments has to work together to harmonise. (Any 4 × 1) (4)

- 5.3
- A low workers morale and poor motivation by managers may lead workers to think that co-operation with others is too much effort.
 - Clashing personalities of some employees may inhibit co-ordination.
 - Poor relations between individuals and departments as a result of an incident.
 - Exaggerated emphasis on the importance or urgency of own tasks.
 - Poor planning and/or organising.
 - Poor communication between individuals and departments can lead to ignorance regarding the importance and advantages of co-operation.
 - Individuals or departments can be incompetent and unwilling to implement and use new methods, procedures and equipment. (Any 5 × 2)
- (10)
[30]

QUESTION 6

- 6.1 They can serve as guidelines to solve routine problems and are effective instruments to co-ordinate and control routine actions. If the organisation and department rules are understood by subordinates, this would facilitate the management task and the smooth functioning of the hotel. (3)
- 6.2
- | | | | | |
|-------|-------|--|---------|-----|
| 6.2.1 | 6.2.1 | Monitoring of actual activities | | |
| | 6.2.2 | Comparing actual performance with plans/objectives | | |
| | 6.2.3 | Formulate new plans/adapt existing plans | | |
| | 6.2.4 | Continue with planning and control | (4 × 2) | (8) |
- 6.3
- | | | | | |
|--|---|--|---------|-----|
| | C | | | |
| | A | | | |
| | D | | | |
| | B | | (4 × 2) | (8) |
- 6.4
- | | | | | |
|-------|-------|---|---------|-----|
| 6.4.1 | 6.4.1 | Example – Where the supervisor sets an example to serve as a norm. If the supervisor does not obey the rules and regulations, how can he/she expect his/her subordinates to follow the rules. | | |
| | 6.4.2 | Standing limits – These limits define the area of freedom of action and permission must first be obtained to go beyond these limits. | | |
| | 6.4.3 | Observing – Here the supervisor uses his/her senses to observe what the workers are doing. It must be done without the workers feeling they are constantly checked upon. | | |
| | 6.4.4 | Disciplinary steps – A worker who is accused of theft may be called for a disciplinary hearing. | (4 × 2) | (8) |

- 6.5
- To help managers plan their work more efficiently.
 - It serves as a financial plan that covers the organisational activities.
 - It serves as a source of information to top management and helps managers to allocate resources more effectively.
 - It serves as a measure of control.

(Any 3 × 1) (3)
[30]

TOTAL SECTION B: 150
GRAND TOTAL: 200