



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
APPLIED MANAGEMENT N6**

1 JUNE 2016

This marking guideline consists of 7 pages.

QUESTION 1

- | | | | | |
|-----|--------|--|----------|------|
| 1.1 | 1.1.1 | True | | |
| | 1.1.2 | True | | |
| | 1.1.3 | False – Factor method or sales price is calculated on total production cost of menu plus a fixed profit margin. | | |
| | 1.1.4 | True | | |
| | 1.1.5 | False – Social variable or economic factors refer to inflation, recession, expenses, et cetera. | | |
| | 1.1.6 | True | | |
| | 1.1.7 | True | | |
| | 1.1.8 | True | | |
| | 1.1.9 | False – Basic Conditions of Employment Act | | |
| | 1.1.10 | False – External advertising | (10 × 2) | (20) |
| 1.2 | 1.2.1 | Upward communication is from staff to management levels, for example suggestions, enquiries, grievances, special meetings, questionnaires and exit interviews. | | (3) |
| | 1.2.2 | Downward communication is from management to staff, for example newsletters, policies, training, special meetings, et cetera. | | (3) |
| | 1.2.3 | <ul style="list-style-type: none"> • Arbitration can be voluntary or compulsory. • When negotiations have reached a deadlock the dispute is referred to an arbitrator. • The arbitrator makes a decision that must be accepted by both parties. • The arbitrator is appointed with the approval of both parties. | | (4) |

- 1.2.4
 - Mediator is an independent party that investigates the problem.
 - Mediator (middle man) tries to solve the dispute with the other parties.
 - Mediator makes suggestions and tries to find a compromise/ agreement.
 - There is no obligation for parties to accept the suggestions of the mediator.
 - Mediator tries to restore relationship between parties/dispel unrealistic expectations.
 - Mediator should remain neutral and objective. (6)

1.2.5 Written: Includes rights and conditions of service of employer and employee.
Violating any of the rights is regarded as an unfair labour practice. (2 + 2) (4)

- 1.3
 - 1.3.1 D
 - 1.3.2 C
 - 1.3.3 E
 - 1.3.4 B
 - 1.3.5 A

(5 × 2) (10)
[50]

QUESTION 2

- 2.1
 - 2.1.1
 - Fixed costs remain the same non-withstanding production levels (regular expenses), for example rental, salaries, municipal costs, insurance, taxes, interest on loans et cetera.
 - Direct labour costs such as salaries and wages for permanent staff
 - Indirect labour costs describes monies paid to workers that perform tasks that do not directly contribute to the production of goods/services, such as support workers who help enable others to produce goods, costs such as wages for cleaners or salaries for office staff.
 - Variable costs vary due to production levels e.g. wages for part-time staff, food cost varies according to sales, et cetera.
 - Overhead costs are not directly related to the production and sale of products/services that create revenues for the business. Examples: Rental, insurance, office furniture, company cars, interest and other expenses that do not change annually are called fixed overhead.
 - Food service costs include menu planning, stock purchases, production, storage, et cetera. (Any 5 × 2) (10)

- 2.1.2
- Nature and quality of food e.g. cutting out bones/fat, et cetera. (Better quality = less losses)
 - Theft of stock or other items by staff or customers
 - Over and underproduction (portion and menu control is important)
 - Poor/Lack of training of staff can lead to losses due to mistakes
 - Shrinkage to food during cooking process
 - Poor food preparation methods leading to wastage
 - Spoilage of food due to various reasons e.g. poor refrigeration
- (Any 5 × 2) (10)
- 2.2
- Technology: Innovation/changes (machines)
 - Social: Lifestyles/habits and customer needs
 - Physical: Natural resources, improvements and environment/location of bakery
 - Political: Trends, policies and new legislation
 - International: Trends impacts on local economy (increase in tourists)
- (5 × 2) (10)
- 2.3
- 2.3.1
- People who have need of bakery products
 - People who are able and willing to pay for it, for example. the retail market
- NOTE: Learners need to refer to the section introduction given above QUESTION 1
- (2 × 2) (4)
- 2.3.2
- Retail market in Durban and surrounding town like Pietermaritzburg
 - Wholesale market
- (2 × 2) (4)
- 2.3.3
- Durban in KwaZulu-Natal (must list both for 2 marks)
 - Areas/Cities surrounding Durban like Pietermaritzburg (must list the name of the town)
- (2 × 2) (4)
- 2.3.4
- Product: diverse baked products like pies, bread, cakes, confectionary, et cetera.
 - Place: bakery is located in an industrial area in Durban (KwaZulu-Natal)
 - Price: competitive and affordable prices for different products
 - Promotion: media to advertise bakery or specials, et cetera. (consider any suitable answers)
- (4 + 4) (8)
- [50]**

QUESTION 3

- 3.1 3.1.1
- Oversees bakery production line
 - Ensures goods produced daily meet quality standards and quantities
 - Needs to manage production/bakery staff
 - Ensures health and safety in the bakery
 - Manages staff problems
 - Manages required stock levels, et cetera. (Any 3 × 2) (6)
- 3.1.2
- Production knowledge of a bakery
 - Management skills, for example planning, organising, controlling et cetera.
 - Leadership skills to motivate and guide staff
 - Communication skills to deal with tasks
 - Problem-solving skills to solve issues
 - Formal qualification in relevant field
 - Knowledge of machinery and methods
 - Quality control knowledge et cetera. (Any 4 × 2) (8)
- 3.1.3
- Production supervisor reports directly to the manager.
 - Production staff report to the production supervisor. (2 × 2) (4)
- 3.2
- Halo effect: Evaluates worker too high/too low on a specific characteristic e.g. fast talker (communication) is not necessarily a good worker
 - Subjectivity/Prejudice: Dislike for example. females can lead to a negative judgment
 - Age, experience or seniority focus only, is not a balanced view
 - Recent performance focus is not balanced as previous performance is not judged
 - Strictness/Leniency fault tends to rate too high or low on certain criteria
 - Central tendency fault: Give average mark to all workers
 - Generalisation: Judge individual based on the group's conduct
 - Standard setting: Assessors associate different values to good/excellent or satisfactory
 - Different assessors evaluate differently if they do not have a set criteria to judge (Any 5 × 2) (10)
- 3.3
- Manpower planning for staff changes and new positions
 - Recruitment, selection and placement to fill positions
 - Training and development to improve skills
 - Remuneration for different job levels
 - Performance evaluation to evaluate job performance
 - Ensuring safety and health in work environment
 - Career planning for staff for promotion, et cetera. (Any 6 × 2) (12)

- 3.4
- Work area planned to limit labour time and provide fast service
 - Plan centralised production area so distance to serving area is limited
 - Do work in sitting rather than standing position
 - Plan correct height of work surfaces
 - Ease of cleaning and sanitation important when selecting equipment
 - Plan for overhead, clearly visible racks within easy reach for cooking utensils
 - Essential instructions regarding operations or equipment are important, for example. electric equipment
 - Simple and easy identifiable control mechanisms are important, for example. power switches
 - Select equipment on needs basis and use for ingredients and processes (group together) (Any 5 × 2)
- (10)
[50]

QUESTION 4

- | | | | | |
|-----|-------|---|---------|------|
| 4.1 | 4.1.1 | E | | |
| | 4.1.2 | D | | |
| | 4.1.3 | A | | |
| | 4.1.4 | B | | |
| | 4.1.5 | C | | |
| | | | (5 × 2) | (10) |
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- | | | | | |
|-----|-------|--|---------|-----|
| 4.2 | 4.2.1 | Productivity measures input of resources versus output of products or services. | | (2) |
| | 4.2.2 | Manager expresses thanks, praise and recognition to employee for good work. | | (2) |
| | 4.2.3 | Employee can be warned, disciplined, dismissed, et cetera. | | (2) |
| | 4.2.4 | <ul style="list-style-type: none"> • Internal: Inside business, for example. supervisor speaks to baker about task. • External: People outside business, for example. supervisor places order with supplier. | (3 × 2) | (6) |
| | 4.2.5 | <ul style="list-style-type: none"> • It is a technique used to record and analyse elements of work task. • The graphic representation of different steps are indicated by Therbligs symbols. | (2 × 2) | (4) |
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- | | | | | |
|-----|--|--|--|-----|
| 4.3 | Ask baker to bake a cake (recipe) and observe her work methods to see if it is done correctly. | | | (4) |
|-----|--|--|--|-----|

4.4	<ul style="list-style-type: none">• Sender• Encoding• Message• Channel/Medium• Receiver• Decoding• Barriers/Noise• Feedback		(8)
4.5	<ul style="list-style-type: none">• Manpower: manager or baker• Material: ingredients like sugar or flour• Machines: computers or (industrial) ovens• Methods: standardised recipes• Market: retail or wholesale markets• Money: annual budgets	(6 + 6)	(12) [50]
		TOTAL:	200