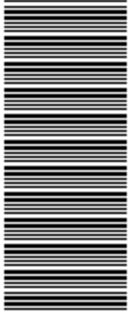


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# higher education & training

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

**N40(E)(J1)H  
JUNE EXAMINATION  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N6  
(4090576)**

**1 June 2016 (X-Paper)  
09:00–12:00**

**This question paper consists of 6 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N6  
TIME: 3 HOURS  
MARKS: 200

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**INSTRUCTIONS AND INFORMATION**

1. Answer ALL the questions.
  2. Read ALL the questions carefully.
  3. Number the answers according to the numbering system used in this question paper.
  4. Start each question on a NEW page.
  5. Answer ALL the questions within the practical context of the given situation.
  6. Write neatly and legibly.
-

Read the following background information and answer the questions based on it.

You are the production supervisor of a large bakery called Sweet Tooth in Durban in KwaZulu-Natal. You report directly to the manager. The bakery caters for the retail and wholesale market in Durban and surrounding towns like Pietermaritzburg. The bakery is located in an industrial area in Durban. The bakery employs about 40 staff members in different job levels. You are responsible for certain staff functions at the bakery such as induction training and evaluation.

### QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write 'true' or 'false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK. Correct the statement if it is FALSE.

- 1.1.1 Ethics refer to professional and personal standards of conduct.
- 1.1.2 The tender-purchasing method is generally used by government institutions.
- 1.1.3 Cost plus profit price setting multiplies the raw food cost with a pre-determined factor.
- 1.1.4 Control compares the actual work results to the achievement of set objectives.
- 1.1.5 Buying habits of customers are an economic variable in the macro environment.
- 1.1.6 Central tendency fault is when assessors award everyone an average score.
- 1.1.7 Conceptual skills are the ability to perceive the organisation as a whole.
- 1.1.8 Diagonal communication takes place around the fixed organisational structure.
- 1.1.9 The Wage Act stipulates the conditions for overtime work.
- 1.1.10 Internal advertising makes use of local newspaper advertisement to recruit staff.

(10 × 2) (20)

- 1.2 Clearly describe the following concepts:
- 1.2.1 Upward communication with a practical example (3)
- 1.2.2 Downward communication with a practical example (3)
- 1.2.3 Arbitration process (4)
- 1.2.4 Mediation process (6)
- 1.2.5 Written and verbal contract (2 + 2) (4)
- 1.3 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	Purchase records	A	repairs of equipment
1.3.2	Storeroom records	B	work schedules
1.3.3	Food production records	C	physical stock list
1.3.4	Staff records	D	orders and invoices
1.3.5	Maintenance records	E	standardised recipes

(5 × 2) (10)  
[50]

## QUESTION 2

- 2.1 Describe the following within the practical context of the bakery:
- 2.1.1 Different types of costs for the bakery with examples of each (5 × 2) (10)
- 2.1.2 FIVE practical reasons for income or stock losses at the bakery (5 × 2) (10)
- 2.2 Describe FIVE variables of the technological environment of the bakery and give ONE example of each. (5 × 2) (10)

2.3	2.3.1	What is a target market of the bakery?	(2 × 2)	(4)
	2.3.2	Who is the target market of the bakery?	(2 × 2)	(4)
	2.3.3	What is die geographical segmentation of the bakery?	(2 × 2)	(4)
	2.3.4	Describe the FOUR elements (4 P's) of the marketing mix of the bakery with suitable examples.	(4 + 4)	(8)
				<b>[50]</b>

### QUESTION 3

3.1	Compile a clear job description for the production supervisor position at the bakery based on the following elements:			
	3.1.1	THREE job duties	(3 × 2)	(6)
	3.1.2	FOUR critical job skills/knowledge required for the role	(4 × 2)	(8)
	3.1.3	The person to whom the baker and the production supervisor must report	(2 × 2)	(4)
3.2	Explain any FIVE personnel evaluation shortcomings.			(5 × 2) (10)
3.3	Explain SIX uses of job analysis.			(6 × 2) (12)
3.4	Describe FIVE planning principles for effective work flow in the bakery kitchen.			(5 × 2) (10)
				<b>[50]</b>

**QUESTION 4**

- 4.1 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (4.1.1–4.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B
4.1.1	Work measurement	A optimal use of time, space and equipment
4.1.2	Job description	B minimum skills and qualifications for a baker's position
4.1.3	Work simplification	C job specification and job description
4.1.4	Job specification	D duties of a baker
4.1.5	Job analysis	E time it takes a baker to bake a cake

(5 × 2) (10)

- 4.2 Explain the following concepts to new employees during a training session:

4.2.1 Productivity (2)

4.2.2 An example of positive discipline at the bakery (2)

4.2.3 An example of negative discipline at the bakery (2)

4.2.4 The difference between *internal* and *external communication* with examples (3 × 2) (6)

4.2.5 A process card and the symbols used in the card (2 × 2) (4)

- 4.3 Give a practical example of a performance test for the baker. (4)

- 4.4 List the EIGHT elements of the communication process. (8)

4.5 The manager uses his computer to prepare the annual budget of the bakery. The baker uses standardised recipes to prepare products. He uses ingredients such as flour and sugar to bake the cakes and pies. The products are baked in the industrial ovens. Each morning the products are delivered to the retail and wholesale markets.

Write the 6 M resources and identify the applicable elements/examples from the above information about the bakery. (6 + 6) (12)

**[50]****TOTAL: 200**