



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
NOVEMBER EXAMINATION
APPLIED MANAGEMENT N6**

16 NOVEMBER 2016

This marking guideline consists of 7 pages.

QUESTION 1

- | | | | | |
|-----|--------|---|----------|------|
| 1.1 | 1.1.1 | True | | |
| | 1.1.2 | False – Leadership/Coordination is the integration of tasks at all levels to make the business function as a unit. | | |
| | 1.1.3 | False – Communication/Motivation is the internal drive to activate important actions or purposeful behaviour. | | |
| | 1.1.4 | False – Internal barrier | | |
| | 1.1.5 | False – Non-verbal communication | | |
| | 1.1.6 | False – Informal source | | |
| | 1.1.7 | True | | |
| | 1.1.8 | True | | |
| | 1.1.9 | False – Food cost report/Summary of income, expenses and profits over a certain period. | | |
| | 1.1.10 | False – Variable costs/Fixed costs remain the same over varying product sales. | (10 × 2) | (20) |
| 1.2 | 1.2.1 | Forecast of sales/income, expenses and profits over a specific period of time. Guideline for daily activities and important for cost control. | | |
| | 1.2.2 | The same quality and quantity ingredients and portion costing per recipe. | | |
| | 1.2.3 | Number of times a meal is served in a specific period of time (24h). | | |
| | 1.2.4 | Description of categories of menu items served during each meal. | | |
| | 1.2.5 | Business interacts with external environment e.g. exchange information, money or resources with suppliers. | (5 × 2) | (10) |

1.3	1.3.1	Halo effect		
	1.3.2	Labour Relations Act		
	1.3.3	Unemployment Insurance Act		
	1.3.4	Collective bargaining		
	1.3.5	Intelligence test	(5 × 2)	(10)
1.4	1.4.1	E		
	1.4.2	A		
	1.4.3	B		
	1.4.4	C		
	1.5.4	D	(5 × 2)	(10)
				[50]

QUESTION 2

2.1	2.1.1	<ul style="list-style-type: none"> • Determine manpower needs and recruitment of staff for vacancies. • Selection of suitable staff with the correct skills to suit vacancies • Placement of staff in correct position and dealing with all admin duties for worker. • Induction of new staff to introduce them to their new environment. • Development of staff by means of training or performance evaluation. • Remuneration of staff by means of salaries/wages. • Maintenance of staff by means of health care, safety rules and labour relations. 	(6 × 2)	(12)
	2.1.2	<ul style="list-style-type: none"> • Manpower/People Manager, chef, waiters and all staff of the restaurant. • Material Ingredients, food, packaging, etc. • Machines Computer, pay-points, stoves, microwaves, etc. • Methods Standardised recipes, serving of guests or self-service at buffet. • Market Local visitors, businesses, tourists, etc. • Marketing Marketing activities like promotions, adverts, publicity or personal sales. • Money Budgets, petty cash, salaries/wages, income, expenses and profits. 	(Any 6 × 2)	(12)

- | | | | | |
|-----|-------|---|-------------|--------------------|
| 2.2 | 2.2.1 | <ul style="list-style-type: none"> • Purchase of necessary raw material or products for production or service delivery. • Purchase department identifies suppliers, places orders, receives and inspects goods. • Evaluates quality of products and services from suppliers as it can impact on the business. | (3 × 2) | (6) |
| | 2.2.2 | <ul style="list-style-type: none"> • Includes all production and manufacturing of products or service delivery. • It includes planning, product design, menu selection, processes and quality control. | (2 × 2) | (4) |
| 2.3 | | <ul style="list-style-type: none"> • Employees have a right of free association and can belong to any union of their choice. • Trade unions aim to ensure job retention and obtain first access to new positions. • A legal system to handle disputes and to protect workers' rights. • Improvement of salaries and wages. • Improvement of service conditions. | (5 × 2) | (10) |
| 2.4 | | <ul style="list-style-type: none"> • Wage/Salary/Job benefits negotiations • Disciplinary actions • Measures to increase worker productivity • Dealing with grievances and disputes • Promotes labour relations training • Involved with reduction of staff • Deal with unfair staff dismissals • Conflict management of staff issues | (Any 6 × 1) | (6)
[50] |

QUESTION 3

- | | | | |
|-----|---|---------|-----|
| 3.1 | <ul style="list-style-type: none"> • A mediator is an independent party that investigates the problem. • A mediator (middle man) tries to solve the dispute with the other parties. • A mediator makes suggestions and tries to find a compromise/agreement • There is no obligation for parties to accept the suggestions of the mediator • A mediator tries to restore the relationship between parties and dispel unrealistic expectations. • A mediator must always stay neutral and objective. | (6 × 1) | (6) |
|-----|---|---------|-----|

- 3.2
- Listen to both parties by having separate interviews first.
 - Do not choose sides or act as referee.
 - Get all the information about the issue and bring both parties together.
 - Concentrate only on the problem and not the people involved.
 - Explain the objective of the meeting and make sure they want to find solutions.
 - Provide opportunity for both parties to give and request information.
 - Summarise the issue but do not take sides or criticise.
 - Consider alternative solutions.
 - Parties need to agree to accept the solution. (Any 8 × 2) (16)
- 3.3
- Manpower planning for staff like amount and type of positions.
 - Recruitment, selection and placement of staff.
 - Training and development to improve job skills.
 - Determine remuneration for different job levels.
 - Performance evaluation to determine achievement of job objectives and job performance.
 - To ensure a safe and healthy work environment.
 - Helps with career planning and advancement of staff. (Any 6 × 2) (12)
- 3.4
- 3.4.1
- Hospitality services
 - Catering
 - Food related
 - Chef qualification (Any 2 × 1) (2)
- 3.4.2
- Good knowledge of food preparation & techniques.
 - Quality control and application of safety rules.
 - Understanding of different types of food (cuts, quality grades, etc.) and seasoning/garnishing. (3 × 1) (3)
- 3.4.3
- Management skills like planning, organising, controlling, etc.
 - Leadership skills to motivate and guide staff.
 - Communication skills to discuss tasks.
 - Problem-solving skills to solve staff issues. (Any 3 × 1) (3)
- 3.4.4
- Order daily supplies and check stock levels.
 - Manage kitchen staff tasks.
 - Plan and organise preparation of menu.
 - Do quality control of recipes and portions.
 - Check guest food orders.
 - Manage the food budget.
 - Experiment with new dishes.
 - Do quotes for catering requests. (Any 4 × 2) (8)
- [50]**

QUESTION 4

- 4.1
- Identify and describe task
Revision of existing task or problem area like a bottleneck.
 - Collect relevant facts
Make notes, use video recordings or use Therblig symbols.
 - Critical investigation of existing method
Evaluate objective, place, person and equipment.
 - Development and choice of improved method
Choose cost-effective and time-effective method.
 - Introduce new method
Train workers in new method and follow up for deviations. (5 × 2) (10)
- 4.2
- Direct time study
 - Historical time
 - Calculations of time used
 - Constituted basic time values
 - Analytical calculations
 - Activity lists
 - Work specimen study
 - Route cards/Flow diagrams
 - Process cards
 - Micro-movement studies
 - Chrono cyclographs (Any 6 × 1) (6)
- 4.3 AIDA = Attention, ✓ Interest, ✓ Desire ✓ and Action ✓
- NOTE: The other 8 marks should be shown in the advertisement.
2 marks per principle
Be flexible and practical when assessing
- Attention
Draw the attention of the guests through the place name, size, promotional words and colour of ad.
 - Interest stimulated
Contact details and date of promotion – Valid for June only
 - Desire
Evoke the desire to eat there due to a special price for the Sunday buffet. You can mention a competition, eat as much as you like, etc.
 - Action
Get action from the reader by providing contact details or competition forms – Book now! (4 × 3) (12)

- 4.4
- Does the menu meet nutritional requirements and organisational goals?
 - Are the seasonal foods offered currently available and affordable?
 - Does the food on the menu offer the required contrast, colour, flavour and prep method?
 - Can the food be prepared with available staff and equipment?
 - Is the workload balanced for staff and equipment?
 - Is there any one food item or flavour repeated too often during the menu period?
 - Are the meals well-presented with the correct garnishes and accompaniments?
 - Do the different dishes combine well and are they acceptable to guests?
- (Any 5 × 2) (10)
- 4.5
- 4.5.1
- Provide healthy and fresh meals for guests.
 - Offer specials at the restaurant.
 - Offer a range of beverages and spirits/wines as per the licence.
 - Offer quality service and pay attention to customer needs.
 - Ensure all facilities are clean and hygienic.
 - Provide payment facilities for cash and credit payments.
- (Any 3 × 2) (6)
- 4.5.2
- Personal sales like a waiter offering a dessert menu to guests.
 - Can use direct mail to post menu to homes.
 - Use publicity like sponsor soft drinks at a local fun run.
 - Use social media
Use Facebook to create awareness of the restaurant
 - Use an SMS-system to inform customers of specials.
 - Provide a website with info such as contact details, venue, specials and menu
- (Any 3 × 2) (6)
- [50]**
- TOTAL: 200**