



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE APPLIED MANAGEMENT N4

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This marking guideline consists of 11 pages.

SECTION A**QUESTION 1**

- | | | | | |
|-----|--------|---|----------|------|
| 1.1 | 1.1.1 | False, ✓ safe working conditions, job security, recognition, promotion or responsibility can also be used. ✓ | | |
| | 1.1.2 | False, ✓ daily activities ✓ | | |
| | 1.1.3 | True | | |
| | 1.1.4 | True | | |
| | 1.1.5 | False, ✓ it is consumed by customers elsewhere/if consumed at the point of sale, there is no further service involved/the order can be delivered to customers at their home. ✓ (Any ONE of these) | | |
| | 1.1.6 | False, ✓ disciplining is part of control ✓ | | |
| | 1.1.7 | True | | |
| | 1.1.8 | False, ✓ a wide span of control ✓ | | |
| | 1.1.9 | True | | |
| | 1.1.10 | True | (10 × 2) | (20) |
| 1.2 | 1.2.1 | D | | |
| | 1.2.2 | G | | |
| | 1.2.3 | B | | |
| | 1.2.4 | I | | |
| | 1.2.5 | K | | |
| | 1.2.6 | C | | |
| | 1.2.7 | A | | |
| | 1.2.8 | J | | |
| | 1.2.9 | F | | |
| | 1.2.10 | H | (10 × 1) | (10) |
| 1.3 | 1.3.1 | Non-residential establishment | | |
| | 1.3.2 | Procedure | | |
| | 1.3.3 | Technical skill | | |
| | 1.3.4 | Holiday resorts | | |
| | 1.3.5 | Recruitment | (5 × 2) | (10) |
| 1.4 | 1.4.1 | The sharing of information, ideas and actions between departments on the same organisational level within a hospitality establishment to fulfil a common purpose | | |

1.4.2	Refers to the interaction between employees working towards common goals in the workplace	
1.4.3	The state of a person or group of persons with respect to their courage, discipline, confidence, enthusiasm and willingness to do the work necessary to achieve the goals of the establishment	
1.4.4	A group of people responsible for specific areas of management	
1.4.5	The sharing of information, ideas and actions between individuals or departments on different levels of the organisational structure	(5 × 2)
		(10)
		[50]
TOTAL SECTION A:		50

SECTION B**QUESTION 2**

2.1	2.1.1	• Planning supports organising: Planning helps a manager to effectively organise the 6M resource of an organisation to achieve short-term and long-term goals. • Planning facilitates decision making: Managers should plan various alternatives and then decide on the best option for the situation. • Planning encourages coordination in an organisation: It encourages departments to work together and use resources effectively to achieve organisational goals. • Planning sets control standards: The actual work performance of staff can be evaluated against control standards to identify deviations that need to be addressed. • Planning encourages innovation and creative thinking: New products and services can be created that can promote business growth and increased the competitive advantage of the organisation in the market.	(Any 3 × 1)	(3)
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2.1.2

STRATEGIC PLANNING	OPERATIONAL PLANNING	FUNCTIONAL PLANNING
- Plans that determine the long - term vision, mission and goals of the organisation (3 to 5+ years). - Top-level managers are involved in the planning. - These plans give direction for lower and middle levels of management. - It provides information about important market and environmental factors that can impact on the organisation. (Any 4 × 1)	- It involves short-term planning of specific actions for daily activities of the organisation. - First-level managers are involved in the planning. - This planning aims to achieve short-term objectives within one year or less. - It supports the tactical and strategic plans. - It is implemented by using single-use and standing plans. (Any 4 × 1)	- It involves the work tasks of each department of the organisation to achieve department and strategic goals. - Middle-level management is involved in developing functional plans. - These plans have a time frame of 1–3 years. - It details business activities of different divisions/ departments of the organisation. - It outlines the duties, staff, time lines and financial resources needed for each department. (Any 4 × 1)

(3 × 4) (12)

2.1.3

- Resistance of staff to accept changes and new goals.
 - Planning can be a time-consuming and expensive process.
 - Future uncertainties and increasing changes make accurate planning difficult.
 - Managers may fear failure and lack confidence to set new goals and take risks.
 - Being too involved in the present (daily tasks) may prevent planning.
 - Lack of reliable information about the organisation can prevent planning.
 - Managerial conflict due to poor coordination and communication.
- (Any 5 × 1)

(5)

- 2.1.4
- Planning as primary function must precede other management functions.
 - Plans should be made to contribute towards achieving the goals and objectives of the organisation.
 - Pervasive planning is required at all levels of management and departments in the organisation to achieve goals.
 - Period of time: Planning must include a certain time limit and period to achieve goals.
 - Evaluate alternatives: Different alternatives must be evaluated to identify the best alternative/s for effectively achieving goals.
 - Efficiency: Planning must get the best results from cost-effective input.
 - Planning must be flexible to change according to needs and situation.
 - The success of planning depends on the cooperation of parties in the organisation. (Any 4 × 2) (8)
- 2.2
- Companies provide a variety of services to satisfy their clients' needs, e.g. specialised diets for hospital patients, catering for functions for specific occasions.
 - They have different types of contracts to offer to the outsourcing companies or institutions. (2 × 2) (4)
- 2.3
- 2.3.1
- Prisons provide large-scale food services catering for prisoners and other stakeholders.
 - Sometimes prisoners get a chance to operate a canteen depending on the type of offence.
 - This is a non-commercial establishment as it is a government institution, unless privately owned. (3)
- 2.3.2
- Provide meals during flights by catering companies that specialise in this type of catering.
 - They prepare food for national and international airline passengers of diverse backgrounds and dietary requirements.
 - The preparation takes place at the companies' kitchens and then the food is delivered at the airports.
 - The correct choices of dishes, quality and freshness of ingredients and clean sanitary environment to prevent and eliminate food safety hazards, are very important factors in ensuring a good culinary experience for airline passengers. (Any 3 × 1) (3)
- 2.3.3
- Hotels offer food, drinks and accommodation.
 - They are commercial establishments aiming at making a profit.
 - Different meals are served from breakfast to dinner.
 - Additional services are offered depending on the size of the organisation.
 - Facilities such as conference rooms can be rented for functions.
 - Most hotels are privately owned and may fall under a chain group of hotels. (Any 4 × 1) (4)

- 2.4 2.4.1 • The formal authority of line managers to make decisions and give orders down the chain of command
 • Its starts from top management level and is delegated to department mangers down the chain of command.
 • Each level in the organogram has authority over the level beneath it.
 • Line managers must direct the work of their subordinates in their departments to achieve the goals of the organisation. (4)
- 2.4.2 • Staff advisors/specialists support and advise line management on certain issues.
 • A staff advisor provides support and specialised advice to line managers in the organisation.
 • A line manager has line authority in his/her department, whereas a staff advisor only has staff (advisory) authority.
 • Staff advisors are not usually directly involved in the production of goods or services. They serve the organisation indirectly by supporting the line functions.
 • A staff advisor can be an external or internal specialist that provides expert advice to line management on certain problems, projects and work activities. (Any 4 × 1) (4)
- [50]**

QUESTION 3

- 3.1 3.1.1 • It involves organising the departments around the core functions that employees must perform in the organisation.✓✓
 • This departmentation is designed so that employees with similar functions and skills work together in one department to promote efficiency and productivity.✓✓
 • Examples of functional departments: Accounting, marketing, food and beverages, human resources✓ (2 × 2)+(1 for example) (5)
- 3.1.2 • This involves organising departments around the products and/or services.✓✓
 • Departments are organised so that product specialists and work activities involved in producing a specific product, service or product range are grouped together in the product sections.✓✓
 • It enables the organisation to utilise special knowledge that employees have regarding products/services.✓✓
 • Examples of functional divisions such as marketing and finance are found in this type of departmentation.✓
 (Any 2 × 2)+(1 for example) (5)

- 3.1.3
- This is found where organisational operations are performed at different locations.✓✓
 - Production of goods would be located near an area where the raw materials are found.✓✓
 - An example of this departmentation is food production which is a self- contained business unit responsible for its own functions such as the production, finances, marketing, supply chain/distribution, customer service and human resource operations.✓
- (2 × 2)+(1 for example) (5)
- 3.2
- Organisational size
 - Competence of managers
 - Competence of subordinates
 - Nature of work
 - Degree of planning in organisation
 - Leadership styles in organisations
- (Any 5 × 1) (5)
- 3.3
- 3.3.1
- Rights and powers inherent in a position e.g. a manager to give orders, make decision and exercise control over subordinates to get work done.
 - A manager has line authority due to formal position in the organisation and not from personal capacity.
 - When a manager steps down from the position, they do not have managerial authority anymore.
 - A manager has the authority to assign duties and the right to take disciplinary steps against subordinates for making serious mistakes and not doing the assigned work.
 - Managers should also be aware of the different types of authority in an organisation.
 - These are formal and informal, line and staff authority, and centralised and decentralised authority.
- (Any 3 × 1) (3)
- 3.3.2
- An obligation of an employee, manager or an organisation to complete assigned work, be accountable for the results and accept blame for failures.
- (2)
- 3.3.3
- It is the obligation of an employee, manager or organisation to perform required work to achieve goals.
 - Managers have the responsibility and authority to perform required work to achieve strategic, functional and operational goals of the organisation.
 - When a superior/ manager assigns work to a subordinate it is the responsibility of the subordinate to complete the work as requested.
- (3)
- 3.4
- Delegation is important since managers can do everything on their own some tasks must be assigned a portion of their workload to the employees on lower levels. However, they will remain accountable for the outcomes of the actions of his or her employees.
- (2)

- 3.5
- The language barrier includes wrong word choices, incorrect translations and unfamiliar terms that receivers do not understand.
 - The physical barrier can be caused by faulty equipment, a poor phone connection or background noise.
 - The physiological barrier includes poor hearing, speech problems, ill health, poor eyesight or pain that may make it difficult for a person to communicate.
 - The perceptual barrier refers to how different people perceive the world around them based on their interests, experience and attitude.
 - The emotional barrier refers to fear and anger that can impact on objectivity.
 - The cultural barrier refers to people sometimes making stereotypical assumptions about others based on their cultural background that often cause unnecessary problems and conflict. (Any 5 × 2) (10)
- 3.6
- 3.6.1 Conveys the information. How the sender formulates the message will influence the interpretation of that message.
- 3.6.2 The message can be verbal or non-verbal depending on the channel or medium used. The content of the message should be according to the channel or medium used.
- 3.6.3 These inhibit effective communication and can be internal or external. It can affect the attitude of the listener towards the sender so that the listener is unable to hear the message clearly. It may also be caused by physical noise from the external environment.
- 3.6.4 The message is transmitted through a channel/medium to the receiver. Oral message can be transmitted face-to-face or by telephone, written message such as a circular, memorandum, etc.
- 3.6.5 Feedback is necessary to ensure that effective communication has taken place. The sender determines if the message has been understood by means of feedback. (5 × 2) (10)
[50]

QUESTION 4

- 4.1
- Authority structure/managerial hierarchy/type of organogram/chain of command
 - Rules and procedures/rules and regulations
 - Plans and goals
 - Training and development
 - Vertical information systems
 - Lateral relationships/channels of communication
 - Management practice/management by objective
 - Feedback
 - Establishment of committees/task group (Any 5 × 1) (5)

- 4.2
- Different views on ways of achieving goals
 - Low morale among workers and poor motivation
 - Poor interpersonal relations
 - Poor planning and organising
 - Poor communication
 - Reluctance to implement new methods, procedures and equipment
- (Any 5 × 1) (5)
- 4.3
- Direct contact
 - Early beginning
 - Continuity
 - Reciprocal relationship
 - Pervasiveness
 - Leadership
 - Time
 - Balance
 - Integration
- (Any 5 × 1) (5)
- 4.4
- Control should positively contribute to the achievement of goals and objectives.
 - Interdependence of planning and control: Planning makes it easy to set up control systems to measure performance and take corrective actions.
 - Control responsibility: Primary responsibility for exercising control rests with the manager(s) responsible for implementing a particular plan.
 - Prevention and future direction: It should be looking ahead to prevent mistakes and deviations from happening in the first place.
 - Organisation stability: If the organisational structure of the establishment is clear, it would be easier to assign the planning and control to specific managers.
 - Efficiency of control: Control systems must be beneficial to the establishment in terms of cost, time and effort.
 - Action: The function of control is only justified if relevant remedial action is taken when deviations are detected.
 - Individual requirements of control: To be most effective, control should be designed to meet the individual requirements of responsible managers.
 - Strategic point of control: Attention should be paid to the factors that are strategic to the evaluation of performance.
 - Standards: Efficient control requires accuracy and purpose and should be appropriate.
 - Exceptions mean that managers should concentrate on rectifying exceptions to standards.
 - Pyramid feedback: control should first be communicated to the bottom of the pyramid, e.g. supervisors and operational staff at the lowest level.
 - Review: Control systems should be reviewed on a continual basis to ensure flexibility and cost-effectiveness.
- (Any 5 × 1) (5)

- 4.5 4.5.1 • Direct observation of employee behaviour and work performance is a valuable control technique for a manager to gather first-hand information and form an opinion about the employee's capabilities.
• Focus should be on specific, objective and factual work-related information.
• The criteria should be captured in an employee observation worksheet that indicates to both the manager and employee what to look for in the observation. (Any 1 × 2) (2)
- 4.5.2 • MBE is a management style that focuses on control techniques that identify and communicate to managers where and when their attention is most needed.
• MBE focuses on identifying and isolating problems that call for decision and action.
• In this system managers receive only condensed, summarised and comparative reports covering all the elements and indicating all exceptions to past averages or standards. (Any 1 × 2) (2)
- 4.5.3 • It is the process of record-keeping of all financial transactions conducted in the establishment.
• Managerial accounting uses these accounts for internal budgeting and planning purposes and to measure the establishment's performance.
• Records are e.g. ledgers, journals, bank statements, contracts and agreements, verification statements, transportation, receipts, invoices and vouchers. (Any 1 × 2) (2)
- 4.5.4 • Through the MIS data is continuously collected, processed and provided to the managers.
• The MIS assists with managerial decision making by giving the right information at the right time and in the right format.
• POS and tablet POS systems are examples of MISs that are widely used in the hospitality industry. They help with information about sales, inventory and customer management. (Any 1 × 2) (2)

- 4.6
- Minimum stock level: The establishment identifies a minimum stock level and reorders when stock reaches that level.
 - Stock review: Stock is reviewed on a frequent basis and at every review an order is placed to return stock to a predetermined level.
 - Just in time (JIT): Stock is ordered, delivered and used immediately. This method aims to reduce cost by keeping stock to a minimum.
 - Reorder lead time: This is the time between placing the order and receiving delivery of the order.
 - Economic order quantity: A standard formula to determine the balance between holding too much or too little stock. Best done electronically.
 - Fixed quantity and fixed interval: If production needs are stable and predictable, the establishment can place weekly or monthly fixed orders.
 - First in, first out: This is to ensure that especially perishable goods are used efficiently within the 'best before' date. Stock is identified by the date received and it moves through the production stage in that order.
 - Branch control: This means that products are produced in batches and there must be enough stock available to produce the planned number of batches at a specific time. (Any 5 × 2) (10)
- 4.7 Problems in control cost
- Time spent by managers and employees on implementing control techniques.
 - Performance appraisals and one-on-one feedback.
 - Energy and effort both managers and employees put into monitoring and compliance.
 - Tools or instruments needed
- Excessive control
- Can cause cumbersome and time-consuming bureaucratic process that can paralyse employee performance.
 - The more control measures are implemented, the more time is needed.
 - The effort employees spend on internal compliance, may not necessarily improve performance.
- Feedback on performance could be:
- Too personal
 - Too impersonal
 - Incorrectly packaged
 - Too vague
 - Postponed until it is not useful to anyone
 - Given with the wrong attitude
- Goal frustration
- Management control could block employee from achieving specific work-related goals.
 - The more important the goal is to the employee, the more frustration will mount when the goal is not achieved.
 - Blockage could be budget or time restrictions
 - Goal frustration could lead to aggression, playing the blame game. (4 × 3) (12)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

