



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

4 June 2024

This marking guideline consists of 10 pages.

SECTION A

QUESTION 1

- 1.1
- | | |
|--------|---|
| 1.1.1 | B |
| 1.1.2 | D |
| 1.1.3 | D |
| 1.1.4 | B |
| 1.1.5 | D |
| 1.1.6 | D |
| 1.1.7 | D |
| 1.1.8 | D |
| 1.1.9 | A |
| 1.1.10 | A |
| 1.1.11 | B |
| 1.1.12 | C |
| 1.1.13 | B |
| 1.1.14 | A |
| 1.1.15 | A |

(15 × 1) (15)

- 1.2
- | | |
|--------|---|
| 1.2.1 | F |
| 1.2.2 | C |
| 1.2.3 | A |
| 1.2.4 | D |
| 1.2.5 | G |
| 1.2.6 | H |
| 1.2.7 | E |
| 1.2.8 | B |
| 1.2.9 | I |
| 1.2.10 | J |

(10 × 1) (10)

- 1.3
- | | |
|--------|-------|
| 1.3.1 | False |
| 1.3.2 | False |
| 1.3.3 | False |
| 1.3.4 | True |
| 1.3.5 | False |
| 1.3.6 | True |
| 1.3.7 | True |
| 1.3.8 | True |
| 1.3.9 | True |
| 1.3.10 | False |
| 1.3.11 | False |
| 1.3.12 | False |
| 1.3.13 | True |
| 1.3.14 | True |
| 1.3.15 | True |

(15 × 1) (15)

1.4	1.4.1	Sole Ownership		
	1.4.2	Non programmed decision		
	1.4.3	Autocratic		
	1.4.4	Top-level		
	1.4.5	Lateral		
	1.4.6	Delegation		
	1.4.7	Process		
	1.4.8	Technical skills		
	1.4.9	Club		
	1.4.10	Physical resources		
			(10 × 1)	(10)

TOTAL SECTION A: 50

SECTION B

QUESTION 2

- 2.1
- Disciplinary action in the workplace is any response to misbehaviour✓ or rule-breaking at work.✓
 - All workplace rules should be outlined in your company handbook.✓
 - Disciplinary action can range from a verbal or written warning to suspension or even termination, depending on the severity of the infraction. (3)
- 2.2
- Resistance to accept changes
 - Time-consuming and expensive
 - Changes and uncertainties about the future
 - Managers fear failure and lack confidence
 - Managers are too involved in daily tasks
 - Lack of reliable information about the organisation
 - Poor coordination and communication (Any 3 × 1) (3)

- 2.3 Step 1- Evaluate the situation✓
Determine if a programmed or non-programmed decision is required✓
- Step 2: Identify the real problem✓
Time and resources must be correctly allocated✓
e.g. the decrease in turnover is a symptom of the real problem which can be caused by poor service, lack of advertising, unsuitable menu, etc.
- Step 3: Collect information relevant to the problem✓
Internal (e.g. staff surveys) and external sources (e.g. customer surveys and market research)✓
- Step 4: Develop alternative solutions ✓
Brainstorm a list of possible causes and solutions to the problem✓
- Step 5: Evaluate the different alternatives ✓
Evaluate alternatives on criteria✓
e.g. available resources, costs, and time
- Step 6: Choose the best alternative✓
The alternative must be realistic in terms of the corporate goals✓
- Step 7: Implement the decision✓
Explain the reason to all involved✓
- Step 8: Evaluate the decision / reassess and start again✓
Identify if the problem was solved✓ (8 × 2) (16)
- 2.4 2.4.1 The obligation of a subordinate, manager or organisation✓ to perform delegated work✓ to achieve goals.✓
- 2.4.2 The rights and powers inherent in a position✓ to give orders, make decisions and exercise control✓ to get work done.
- 2.4.3 The obligation of an employee, manager or an organisation to complete assigned work,✓ be accountable for the results and accept blame for failures.✓ (3 × 3) (9)

- 2.5
- Overloading
 - Prior information
 - Language differences
 - Clashing personalities
 - Human deficiencies
 - Credibility of the source
 - Lack of interest and trust
 - Status levels
 - Conflict and emotions like fear
 - Lack of feedback
- (Any 7 × 1) (7)

- 2.6
- 2.6.1 (a) narrow span of control:✓ a management style where supervisors manage only a small number of employees. ✓
- (b) wide span of control:✓ a manager can supervise and control effectively a large number of persons at a time✓ (2 × 2) (4)

2.6.2 Narrow span of control

Advantage	Disadvantage
Enhanced communication ✓	Inefficient use of resources✓
Improve employee satisfaction	Increase costs
Increase company awareness	Disruptive
Closer team	Limits department cohesion
More comprehensive training	

Wide span of control

Advantage	Disadvantage
Staff are empowered to make their own decisions and to carry out their own tasks without interference by managers. ✓	Managers may make snap decisions as they are looking after too many employees. ✓
Fewer managers are required and wages are saved.	Managers' time will be at a premium.
Fewer levels of communication for decisions to pass through.	Managers will have less time for planning.
High quality staff should exist	Subordinates may make decisions they are not trained to make

(Any 2 × 2) (4)

- 2.7
- Raw materials/Items in fridge, freezer or dry goods
 - Work in progress which are unfinished products/items chefs are busy cooking/cutting
 - Finished products ready for sale/plated dishes for customers
 - Maintenance, repairs and operating supplies

QUESTION 3

- 3.1 3.1.1 Planning can guide you to plan✓ and forecast every element of restaurant management and operations;✓ from:
Menu design, location, financials, employee training etc.✓
Helps develop your restaurant ideas into a reality.
Planning bridges the gap from where we are to where we want to go. (3)
- 3.1.2
 - It gives direction and clarifies goals/objectives
 - It promotes cooperation between various departments and individuals in an organisation /work effectively
 - Helps to identify customer needs for specific services and products
 - Planning is important for effective utilisation of modern technology
 - Planning promotes stability in that it keeps up with the rapid changes in the needs of the external environment.
 - Reduce costs and wastage
 - Planning can identify risks and preventative measures to manage risk
 - Can motivate staff by providing suitable incentives & training
 - A plan makes business more successful (Any 4 × 1) (4)
- 3.1.3
 - Primary function
 - Goals and objective
 - Pervasive
 - Timing
 - Evaluate alternatives
 - Efficiency
 - Flexible
 - Cooperation (Any 7 × 1) (7)

- 3.1.4
- Inability to plan or inadequate planning.
 - Lack of commitment to the planning process.
 - Inferior information.
 - Focusing on the present at the expense of the future.
 - Concentrating on controllable variables.
 - Resistance from staff
 - Planning can be time consuming and expensive
 - Managers fear failure
 - Lack of reliable information
- (Any 3 × 1) (3)
- 3.2
- 3.2.1 Short
- 3.2.2 Long
- 3.2.3 Short
- 3.2.4 Short
- 3.2.5 Long
- 3.2.6 Short
- 3.2.7 Short
- (7 × 1) (7)
- 3.3
- 3.3.1 Control as a management function, it means that a hospitality establishment plans,✓ sets goals and objectives,✓ then compares actual performance with expected performance✓ to measure whether the goals are being achieved.✓
It is a process of comparing the actual performance with the set standards of the company to ensure that activities are performed (4)
- 3.3.2
- Setting standards and measuring methods
 - Measuring performance
 - Comparing performance/analysis
 - Corrective action
- (4)
- 3.3.3
- Saves time and energy.
 - Allows managers to concentrate on important tasks. This allows better utilisation of the managerial resource.
 - Helps in timely corrective action to be taken by the manager.
 - Managers can delegate tasks so routine chores can be completed by subordinates.
- (4 × 2) (8)

- 3.4
- Achievement of goals and objectives
 - Interdependence of planning and control
 - Control responsibility
 - Indicates of future direction
 - Organisational suitability
 - Efficiency of control
 - Action
 - Individuality of controls
 - Strategic point of control
 - Standards
 - Exceptions
 - Pyramid feedback
 - Review
- 1) (Any 10 × (10) [50]

QUESTION 4

- 4.1
- 4.1.1 Organisational chart OR organogram (2)
- 4.1.2 General Manager (2)
- 4.1.3
- Front counter cashier
 - Front counter Helper
 - Cook
- (3)
- 4.2
- 4.2.1
- Follows crowds of people to wherever they gather
 - Known as street food
 - Do not have a fixed kitchen premises
 - Popular business enterprise
- Examples markets, beach, festivals, sports events (Any 3 × 1)
- 4.2.2
- Contract caterers provide food services to organisations ✓
 - Individuals on a RENTAL basis. ✓
 - Operate on premises ✓
 - Deliver cooked meals ✓
- Examples: Fedics, Royal foods, Feedem (Any 3 × 1)
- 4.2.3 Profit based food and beverage services but not accommodation services ✓
- Serves mostly beverages ✓ and small items for breakfast and lunch ✓ in a casual, relaxed environment ✓

- 4.2.4 This is done by catering companies that specialise in this type of catering ✓ example air chefs✓
Companies prepare food for national and international airlines✓
Preparation takes place in a kitchen✓ and the food is delivered at the airport, stowed in airplane and heated when required
(4 × 3) (12)
- 4.3 4.3.1
- Situated in or near spectacular nature scenes
 - Resorts offer relaxing attractions for whole families
 - Products and services range from glamorous to basic to satisfy the needs of different guests
 - A lot on offer, for example,, swimming, biking, spa, climbing, fishing and fitness centres (Any 3 × 1)
- 4.3.2
- Provide accommodation for touring guests✓
 - Commercial establishment✓
 - Provide guests with a unique holiday experience✓
 - Exceptional cuisine for the whole family
 - Some are family-owned
e.g. Rovos Rail (Any 3 × 1)
- 4.3.3
- Experience camping with luxury
 - Tents equipped with normal beds, bathrooms and electricity
 - Has own kitchen facilities
 - Stay pitched permanently
 - Includes meals prepared by chefs
 - Cleaned and serviced by camp personnel (Any 3 × 1)
(3 × 3) (9)
- 4.4 4.4.1
- Room status report
 - Room occupancy report
 - Special guest requests
 - Daily in-house guest list
 - Communicating guests' needs
 - Noting any problems experienced in the room (Any 3 × 1)
- 4.4.2
- Room status report to service unoccupied rooms
 - Guest contacts front office in case of problem
 - Front office requests engineering to fix problem
 - Changing lights
 - Fixing of public areas (Any 3 × 1)

4.4.3	• Menu promotion based on correct information on menu items • Correct relaying of guest orders • Excellent service of correctly prepared food • Excellent guest experience • Topping up of stock/adding stock requirements • Out of stock items • Specials/promotions	(Any 3 × 1) (3 × 3)	(9)
4.5	Sharing of information between departments on the same level✓ Fulfil a common purpose✓ e.g. superior guest service✓ e.g. waiters who give guests' orders to kitchen staff✓		(4)
4.6	• Direct contact • Early beginning • Continuity • Reciprocal relationship • Pervasiveness • Leadership • Time • Balance • integration	(Any 4 × 1)	(4)
4.7	• Giving employees more control over their jobs,✓ working hours etc.✓ • Management taking care of the health of their workforce✓ e.g. membership to health centre.✓ • Improving workplace communication.✓ by ensuring that employees understand goals, strategies and policies • Recognising employee successes e.g. giving praise • Having an open-door policy • Have a genuine need of asking staff about how they feel • Get to know staff • Team building	(Any 5 × 1)	(5)
			[50]
TOTAL SECTION B:			150
GRAND TOTAL:			200