



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

6 June 2025

This marking guideline consists of 10 pages.

SECTION A

QUESTION 1

- | | | | | |
|-----|--------|---|----------|------|
| 1.1 | 1.1.1 | D | | |
| | 1.1.2 | C | | |
| | 1.1.3 | C | | |
| | 1.1.4 | C | | |
| | 1.1.5 | B | | |
| | 1.1.6 | D | | |
| | 1.1.7 | D | | |
| | 1.1.8 | D | | |
| | 1.1.9 | A | | |
| | 1.1.10 | C | | |
| | | | (10 × 1) | (10) |
| 1.2 | 1.2.1 | True✓✓ | | |
| | 1.2.2 | False✓ – a short-term objective or building a new hotel is a long-term goal.✓ | | |
| | 1.2.3 | False✓ – a contingency plan or a maintenance plan is for the required maintenance of the hotel to ensure efficient operations.✓ | | |
| | 1.2.4 | True✓✓ | | |
| | 1.2.5 | False✓ – a small span of control or a wide span of control is when one manager supervises many subordinates.✓ | | |
| | 1.2.6 | False✓ – informal authority does.✓ | | |
| | 1.2.7 | False✓ – staff or advisory authority or a hotel line manager, for example the general manager, exercises line authority in the hotel.✓ | | |
| | 1.2.8 | False✓ – group sales are made from group bookings of 10 or more rooms or transient/short-term sales are made to individual guests seeking overnight stays.✓ | | |
| | 1.2.9 | True✓✓ | | |
| | 1.2.10 | False✓ – nonprogrammed decisions require unique solutions or programmed decisions are routine, structured and recurring decisions solved by using policies, procedures or rules (standing or ongoing plans).✓ | | |
| | | | (10 × 2) | (20) |

- 1.3 1.3.1 The aim of a commercial establishment is to sell products/services at a profit to guests.✓✓
Any TWO examples: Hotels, guesthouses, bed and breakfasts (B&Bs), farmhouses, holiday resorts, glamping (luxurious camping), train hotels, luxury motor coaches, cruise liners, yachts and private hostel accommodation.✓✓
- 1.3.2 The aim of a noncommercial establishment is to remain within budget and not to make a profit from selling products or services.✓✓
Any TWO examples: (Public) school hostels, prisons, hospitals, old-age homes, retirement villages and military bases like the air force, army or navy.✓✓
- 1.3.3 Nonprofit means that the organisation does not aim to make profit.✓
It is a legal entity operated for a public or social benefit or needs.✓
It can provide for needs such as food, shelter, clothing or counselling services.
Any TWO examples: Child Welfare (SA), Woman Against Rape, Childline (SA), ActionAid, Breadline Africa, Nkosi's Haven, Self Help Africa, CARE, Wildlife ACT, SANCCOB.✓✓
- 1.3.4 Offers accommodation as part of its services to guests on fixed premises at a set location.✓✓
Any TWO examples: Hotels, guesthouses, B&Bs, farmhouses, resorts, private hostels.✓✓
- 1.3.5 It does not offer accommodation as part of its services. Guests must go to the establishment's premises to enjoy its food/services at the location.✓✓
Any TWO examples: Restaurants, cafés, nightclubs, sport clubs, sport bars, fast-food/take-away outlets, delicatessen and salad bars and catering businesses.✓✓

(5 × 4) (20)
[50]

TOTAL SECTION A: [50]

SECTION B

QUESTION 2

- 2.1
- Money:✓ Plan a budget to capture income and expenses, or must manage it well to ensure salaries/wages are paid, stock is bought and profits are made.✓
 - Manpower:✓ Recruit suitable staff and train them to perform their jobs well.✓
 - Methods:✓ Plan to ensure that quality accommodation and efficient food services are offered.✓
 - Material:✓ Plan for the provision of food, linen, cleaning agents, et cetera. Ensure that there is enough food, linen, towels and amenities like toiletries for the guests.✓
 - Machinery:✓ Plan to ensure that the computers, stoves, microwaves, washing machines, vacuum cleaners, coffee makers, vehicles, et cetera are in good working order.✓
 - Market:✓ Plan marketing efforts with specials to reach the right type of guests and to encourage them to visit the hotel.✓ (6 + 6) (12)
- 2.2
- Staff training plans
 - Staff schedules
 - Task lists
 - Maintenance plans
 - Contingency plans (5 × 1) (5)
- 2.3
- It is an operational plan✓ used for regular, recurring activities✓ such as policies, procedures and rules.✓✓ (2 + 2) (4)
- 2.4
- 2.4.1 Functional departmentation✓✓ – to ensure that the FOH and BOH departments can offer friendly service and good food to guests.✓✓ (2 + 2) (4)
- 2.4.2
- Front of house: Front part of restaurant that deals directly with guests, for example seating, food service and payments.✓✓
- Back of house: Kitchen part of restaurant where chefs prepare the food and do not deal directly with guests.✓✓ (2 + 2) (4)
- 2.4.3
- The floor manager✓ is in charge of front-of-house functions in the restaurant.✓
 - The kitchen manager✓ deals with back-of-house functions in the restaurant.✓ (2 + 2) (4)

- 2.4.4
- Line authority flows directly from the top to the lower levels in the organisation.✓
 - The manager has the authority✓ to make decisions and give orders to employees down their chain of command in the organisational structure.✓
 - Staff authority is when staff advises, for example, external/outsourced.✓
 - The bookkeeper can only advise line managers,✓ but does not have direct line authority in the restaurant.✓ (3 + 3) (6)
- 2.4.5
- Restaurant manager
 - Floor manager
 - Kitchen manager (2)
- 2.5
- Authority:✓ The rights and powers inherent in a position to give orders, make decisions and exercise control to get work done or achieve work objectives✓✓
 - Responsibility:✓ The obligation of a manager to perform delegated work/job tasks from the employer to achieve work objectives✓✓
 - Accountability:✓ The obligation of a manager to complete assigned work, to be accountable for the results (for example good customer service) and accept blame for failures,✓✓ for example if waiters deliver poor service, the restaurant manager is accountable and must ensure that they are trained so it does not happen again (3 × 3) (9)
- [50]

QUESTION 3

- 3.1
- Step 1: Define the problem✓
- Clearly define the real problem to be solved. Separate the problem from the symptoms.✓
- Step 2: Collect information and identify alternatives✓
- Collect accurate information directly relevant to the problem to understand what must be done to solve the problem. Ask questions like what, who, where, why, how and when and make a list of possible alternatives by evaluating different sources.✓
- Step 3: Determine the objectives✓
- Be clear about the goals and objectives, for example the restaurant wants to make a profit.✓
- Step 4: Identify alternatives✓
- Leaders could discover creative or original solutions.✓
- Step 5: Evaluate the alternatives✓
- Evaluate alternatives in terms of available resources, risks and time to resolve the problem.✓

- Step 6: Choose the alternative(s)✓
- After evaluating the positives and negatives of each alternative, choose the best suited alternative(s) to solve the problem in keeping with the current goals and resources of the organisation.✓
- Step 7: Implement the alternative(s)✓
- Inform all involved parties about new decisions to obtain cooperation and understanding.✓
- Step 8: Evaluate the decision(s)✓
- Evaluate the decision to identify if the problem was solved. If not solved, other decisions and changes must be made.✓
- (8 + 8) (16)

OR

- Step 1: Evaluate the situation✓
- Determine whether a programmed or nonprogrammed decision is required.✓
- Step 2: Identify the real problem✓
- Time and resources may be wasted if solutions are found for the wrong problem.✓
- Step 3: Collect information relevant to the problem✓
- Collect from internal and external resources.✓
- Step 4: Develop alternatives✓
- Brainstorm a list of possible causes and solutions to the problem.✓
- Step 5: Evaluate alternatives✓
- Decide which alternative will solve the problem the best.✓
- Step 6: Choose suitable alternatives✓
- The alternative must be realistic; consider the goals and resources.✓
- Step 7: Implement the alternatives✓
- All parties involved should know how the alternatives will be implemented.✓
- Step 8: Evaluate the results of the decisions✓
- See if there is any difference, if the problem is solved.✓
- (8 + 8) (16)

- 3.2 3.2.1 Can increase the number of duties and responsibilities of a job, (increase job scope)
- 3.2.2 Can include more authority, responsibilities, decision-making and autonomy for staff in their jobs
- (2 × 2) (4)

- 3.3 3.3.1 • Sharing of information between departments on the same organisational level✓✓
For example the front office manager can share information regarding the cleaning of rooms✓ with the housekeeping manager✓ or about guest bookings for meals✓ with the F&B manager. (2 + 3) (5)
- 3.3.2 • Sharing of information between departments on different organisational levels✓✓
Can provide any of the examples below for 3 marks:
For example the front office manager and housekeeping manager can share information or discuss issues regarding security with the security manager.✓
For example the front office manager and housekeeping manager can discuss issues about room maintenance or staff problems with the rooms division manager.✓
For example the restaurant manager can discuss safety issues with the security manager.✓ (2 + 3) (5)
- 3.3.3 The front office controls the guest room allocation; this should be given through to the housekeeping department.✓
Housekeeping must let the front office know the room status.✓
For example the front office manager must coordinate with the housekeeping manager to share information about guests booking in and out,✓ to ensure rooms are cleaned and prepared in time.✓
For example the front office manager can inform housekeeping of special guest needs like requesting a baby cot in the room, needing laundry services or additional amenities.
For example the housekeeping manager can report breakages or problems with guests to the front office manager. (4)
- 3.3.4 Part of top-level management (1)
- 3.3.5 • Implement strategic/corporate long-term plans✓ for different departments in the hotel.✓
Examples of responsibilities (must provide relevant answers for 3 marks):
• Oversee managers under their chain of command.✓
• Plan strategic budget for the rooms division department.✓
• Implement strategic plans for department.✓
• Liaise with department managers, et cetera. (2 + 3) (5)

- 3.4
- Implement tactical/functional/divisional/departmental medium-term plans✓ for the front office department in the hotel.✓
- Examples of responsibilities (must provide relevant answers for 3 marks):
- Implement plans/strategies of top management.✓
 - Organise activities like training for staff.✓
 - Plan staff schedules, shifts and task lists.✓
 - Discipline staff when necessary.
 - Deal with staff problems and guest complaints. (2 + 3) (5)
- 3.5
- Difference in orientation to goals (between departments and staff members)
 - Low morale and motivation
 - Poor interpersonal relations
 - Poor planning and organisation (especially by managers)
 - Poor communication
 - Reluctance to use new methods, procedures and equipment (resistance to change) (Any 5 × 1) (5)
- [50]

QUESTION 4

- 4.1 4.1.1 Comparing actual performance with expected performance to determine whether set goals/standards/plans were achieved✓✓ and whether corrective action is needed✓

OR

The process of comparing actual performance with set goals/standards or plans to ensure that activities are performed according to set plans✓✓ and whether corrective action is needed✓ (3)

- 4.1.2 To examine the financial and operational results of a business/establishment✓ and to only bring major variances (exceptions)✓ on expected results to the attention of management✓
Example: A big difference from the budgeted or expected amount can be a red flag to report.✓ (3 + 1) (4)

- 4.1.3 A collection of systems,✓ hardware/software, procedures and people✓ that work together to process, store and produce useful information for the business/establishment✓

OR

An information system used for decision-making, coordination, control and analysis based on the information of the business/establishment

OR

The use of information technology, people and business processes to record, store and process data to produce information that decision makers can use to make daily decisions

(3)

- 4.1.4 Physical counting and verification of quality and quantity of items on hand (stock) in storeroom

(2)

- 4.2 4.2.1
- Financial control focuses on the financial and accounting procedures and resources of an establishment to ensure that its financial goals (standards) are achieved optimally.✓✓
 - Examples: Financial control evaluates financial documents such as the cashflow statement, balance sheets and profit and loss reports to measure performance.✓✓ (2 + 2)

- 4.2.2
- Physical control focuses on the physical resources or assets of the establishment to ensure that it is managed effectively to prevent loss, damage or theft of the resources.✓✓
 - Examples: Physical resources for example vehicles, computers, equipment and property must be maintained and protected by controls such as fixed asset audits/insurance cover.✓✓
 - Control measures the performance of physical resources against standards or goals and to take corrective action when required.

- 4.2.3
- Human resources control measures the contribution of human resources to the achievement of the establishment's goals. Any shortcomings will require corrective action, for example training.✓✓
 - Examples: Human resources control measures can include performance appraisals, rating scales, disciplinary policies, employee training and incentives.✓✓

(3 × 4) (12)

- 4.3
- Achievement of goals and objectives
 - Interdependence of planning and control
 - Control responsibility (for example human resources manager in charge of human resources)
 - Prevention of future mistakes (direction)
 - Organisational suitability (clear structure of organisation for clear control areas)
 - Efficiency of control (suitable systems, for example performance appraisals)
 - Action (taking corrective action when deviations are detected)
 - Individuality of controls (must meet the requirements of specific managers, for example human resources manager)
 - Strategic point of control
 - Standards (must suit the purpose, for example financial standards like audits and budgets)
 - Exceptions/Deviations (managers must focus on correcting exceptions to standards)
 - Pyramid feedback (lower-level feedback up to managers in organogram)
 - Review systems (review control systems continuously to ensure it is effective)
- (Any 6 × 1) (6)
- 4.4
- Setting performance standards and measuring methods
 - Measuring performance
 - Comparing performance to set standards
 - Taking corrective action
- (4)
- 4.5
- Accounting is the process of recordkeeping of all financial transactions in the hotel.
 - Managerial accounting uses accounts for internal budgeting, planning and controlling.
 - Financial accounting is the process to prepare financial statements for external use.
 - Records can include journals, bank statements, contracts, receipts and invoices.
- (Any 3 × 2) (6)
- 4.6
- Set work objectives, deadlines/time schedules and give instructions to team members.
 - Monitor individual performance and team progress to ensure work is on track.
 - Support team members to work in a group towards the same goals.
 - Resolve conflict and maintain discipline among team members.
 - Coach team members to improve their skills and weaknesses.
 - Maintain effective communication channels and organise team meetings.
 - Help team members to solve problems that can prevent work completion.
 - Manage communication and administration documents of the work project.
- (Any 4 × 1) (4)

4.7 Food/Coffee trucks, market, film sets, festivals, concerts (Any 2 × 1) (2)

4.8 This is when a company outsources its services or products to an establishment at a certain fee. It allows the hospitality establishment to focus on its core accommodation and food services.✓✓

Any TWO examples: IT, training, call centre, maintenance (gardens, appliances, et cetera), financial, security, recruitment, shuttle/transport, laundry and cleaning services✓✓ (2 + 2) (4)

TOTAL SECTION B: 150
GRAND TOTAL: 200