



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

24 May 2024

This marking guideline consists of 9 pages.

SECTION A

QUESTION 1

1.1	1.1.1	B	(10 × 1)	(10)
	1.1.2	C		
	1.1.3	C		
	1.1.4	D		
	1.1.5	A		
	1.1.6	B		
	1.1.7	B		
	1.1.8	D		
	1.1.9	D		
	1.1.10	C		
1.2	1.2.1	True✓✓	(10 × 2)	(20)
	1.2.2	False✓ Organising✓		
	1.2.3	False✓ Coordinating✓		
	1.2.4	True✓✓		
	1.2.5	False✓ Leading✓		
	1.2.6	False✓ Strategic✓		
	1.2.7	False✓ Tactical✓		
	1.2.8	True✓✓		
	1.2.9	False✓ Contingency✓		
	1.2.10	True✓✓		
1.3	1.3.1	B	(10 × 1)	(10)
	1.3.2	D		
	1.3.3	A		
	1.3.4	C		
	1.3.5	J		
	1.3.6	C		
	1.3.7	L		
	1.3.8	G		
	1.3.9	E		
	1.3.10	H		

1.4	1.4.1	Job analysis		
	1.4.2	Job description		
	1.4.3	Ergonomics		
	1.4.4	Job enrichment		
	1.4.5	Questionnaire		
	1.4.6	Job range		
	1.4.7	Job rotation		
	1.4.8	Critical incident		
	1.4.9	Job specification		
	1.4.10	Job depth		
			(10 × 1)	(10)
				[50]
			TOTAL SECTION A:	50

SECTION B

QUESTION 2

2.1	2.1.1	• Guides reporting structure:✓ who has authority over whom.✓ • Clarifies authority✓ and accountability.✓ • Necessary for workflow✓ and customer satisfaction.✓ • Links positions and departments to work✓ like well-oiled machine and to focus on full productivity.✓ • Creates roadmap for the work processes✓ and how work-related information must be distributed and shared.✓ • Helps to identify workflow bottlenecks and ensure effective redistribution of work. • Assist in aligning goals at all levels, ensuring mandates and positions are clear. • Provides roadmap for internal promotion and creates employment advancement track for employees. (Any 5 × 2)	(10)
	5.1.2	• Create a culture✓ of diversity: Management set example of how to treat everyone as an individual.✓ • Create equal opportunity✓ in all HR processes: Recruit, select, etc. must be transparent.✓ • Leadership:✓ Recognise individual capabilities, take everyone seriously, support, be open and honest.✓ • Training✓ Educate/enlighten/create awareness about all the represented cultures.✓ • Policies and practices✓ that protect rights and ensure compliance with law.✓ • Encourage diverse group work; will get to know each other better. • Standard rules must be set for all to abide by.	(10)
		(Any 5 well-substantiated suggestions × 2)	(10)

2.1.3

Job description	
Job title ✓	Location/Site ✓
Receptionist✓	Reception/Front Office✓
Summary of tasks/Duties ✓	
Welcome and receive guests✓	
Confirm reservations✓	
Any relevant duties	
Overall job role or summary ✓	
The receptionist/reservation officer is responsible for manning the reception desk.✓	
Job scope/equipment ✓	Reporting structure: ✓
PC,✓ PABX system, printer, POS, Card machine	Rooms division manager✓
(Any relevant equipment)	
Environmental factors/ Working conditions ✓	Remuneration ✓
Available to work on-call, shifts, after-hours✓	R 7500✓
	(Any amount)
Hazards ✓	Benefits ✓
Cuts, falls, etc.✓	Medical aid/Provident fund✓

(20)

2.2

- Use suitable technology✓ e.g., automated communications system.
- Ensure effective management style✓ e.g., manager must be flexible and dynamic, etc.✓
- Set clear work goals for staff✓ e.g., with clear job descriptions.✓
- Effective workplace policies and procedures✓ Automated cancellation policy can help housekeeping, HR, F&B departments.✓
- Ensure employee wellness✓ e.g., staff meals, fair scheduling, etc.✓
- Invest in training, e.g., new system training, new law/policy training, health and wellness training, etc.

(Any relevant FIVE suggestions backed up with relevant examples × 2)

(10)

[50]

QUESTION 3

- 3.1 3.1.1 Management technique used to study work activities to attain the best use✓ of resources such as money, manpower, material, machinery, time and methods✓ to increase the productivity of the establishment.✓ It uses method study and work measurement.✓ (4)
- 3.1.2
- Analysis of existing methods/motions✓ to improve optimal use✓ of:
 - time✓
 - space✓
 - energy
 - material.
- (4)
- 3.1.3
- Measures the time it should take
 - a competent employee
 - to perform a specific task
 - at an established tempo
 - under specific circumstances.
- (Any 4 × 1) (4)
- 3.1.4
- To complete tasks and duties in a logical order
 - within a required timeframe.
- (2)
- 3.1.5
- A measure of the efficiency
 - of output of goods and services delivered
 - in the service business or industry, in relation to the input
 - of resources.
- (4)
- 3.2 3.2.1
- Reduce or eliminate✓ unnecessary movement.✓
 - Perform motions at the same time✓ (use mixer while reading recipe).✓
 - Shorten motion distance (pre-arrange ingredients of utensils).
 - Simplify motions to ensure work gets done correctly the first time.
- (Any relevant TWO well-explained practical suggestions 2 × 2) (4)
- 3.2.2
- Prevent risk of falls✓ by wearing non-slip shoes.✓
 - Prevent spills/becoming soiled✓ by wearing apron.✓
 - Correct use of dangerous cutting equipment.
 - Correct lifting/transporting of heavy objects.
- (Any relevant TWO well-explained practical suggestions 2 × 2) (4)
- 3.2.3
- Ensure to follow workflow plan✓ in order to save time.✓
 - Use standardised recipes✓ to save time and cost.✓
 - Use most suitable utensils and equipment for specific recipe.
 - Plan ingredients for storage to reduce backtracking/repurchases.
- (Any relevant TWO well-explained practical suggestions 2 × 2) (4)

3.3

Performance management	Performance appraisal
Ongoing process✓	Formal✓
Wide variety of activities,✓ policies, procedures and interventions✓	Regular (usually annual) process✓
Used to help employee to improve performance✓	Employee's work performance is judged✓
Starts with performance appraisal✓	Performance weighed against set criteria✓
	Usually done by supervisor✓
	Rating/score employee
	Used to justify incentives like bonuses/increases/promotion
(Any FIVE facts)	(Any FIVE facts)

(5 + 5)

(10)

3.4

- Determine performance requirements ✓ – what exactly will be evaluated.✓
- Select appropriate appraisal method✓ – how will data be collected (MBO/BARS/m360° feedback).✓
- Train the supervisors/evaluators✓ – to use the instrument correctly.✓
- Keep employees informed✓ – purpose of the process must be clear to prevent anxiety.✓
- Evaluate according to job standards✓ – pre-determined standards must be used.✓
- Give appraisal feedback – opportunity to discuss shortcomings and areas for improvements.
- Determine future performance goals – gives direction and aligns with organisations goals.

(Any FIVE clearly described guidelines 5 × 2)

(10)

[50]

QUESTION 4

4.1 4.1.1

Problem	Possible remedy
Favouritism and subjectivity✓	Refine appraisal tool/s or use a panel to appraise or rotate appraisers✓
Insufficient time	Proper planning
Supervisor's dislike to give negative feedback	Management training
Irrelevant/outdated appraisal standards	Review appraisal standards regularly

(Any ONE relevant problem with appropriate remedy 1 × 2)

4.1.2

Problem	Possible remedy
Process not taken seriously✓	Connect appraisal to reward system✓
Duplication and missed opportunities	Integrate appraisal system with other HR processes
Money and time wasted	Do return-on-investment calculations to demonstrate value added

(Any ONE relevant problem with appropriate remedy 1 × 2)

4.1.3

Problem	Possible remedy
Irrelevant/outdated appraisal standards✓	Customise or adapt for different positions✓
All criteria weighted equally	Customise weighting according to job description
Inaccurate/worthless rating due to instrument not user-friendly	Review instrument(s) regularly to stay relevant

(Any ONE relevant problem with appropriate remedy 1 × 2)

4.1.4

Problem	Possible remedy
Untrained, bias, lazy supervisors✓	Management training✓

(Any ONE relevant problem with appropriate remedy 1 × 2)

4.1.5

Problem	Possible remedy
Anxiety✓	Be transparent and communicate well✓
Intimidated	Give choice in evaluators or adapt the instrument to include peer review and self-review

(Any ONE relevant problem with appropriate remedy 1 × 2)

(5 × 2) (10)

4.2

Expectation	Example
Good value for money✓	Fair prices✓
Quality✓	Serve what is advertised✓
Caring customer service✓	Go extra mile, have empathy✓
Efficient sales and complaints management✓	Fast service, do not let customer wait✓
Reliable and honest✓	Keep and return lost items✓
Ease of doing business	User-friendly website
(Any relevant FIVE)	(Any relevant example per expectation)

(5 × 2) (10)

4.3

- Teamwork✓ creates synergy.✓
- Ensure quality✓ products and service.✓
- Be friendly✓ and caring.✓
- Be accurate✓ and pay attention to detail.✓
- Be open to criticism✓ and feedback.✓
- Engage actively and genuinely with customers; be authentic.
- Loyalty programmes encourage return business.
- Provide call centres or online systems to assist customers with queries and complaints.
- Use customer databases on the property management system to communicate with customers about new packages and gain word-of-mouth referrals.

(Any relevant example, well described 5 × 2) (10)

4.4

- It determines the design and layout of the facilities.
- It will meet your customer's nutritional needs.
- It simplifies stock purchasing.
- It simplifies stock control.
- It helps control food cost.
- It guides staffing.
- It minimises overhead costs.
- It leads to standardisation.

(Any 7 × 1) (7)

4.5

- Financial plan of
- the estimated income and expenditure for a
- specific period.

(3)

- 4.6
- Ensure delivery area is clean and clear.
 - Check temperature.
 - Check the quality is as ordered/specified.
 - Check the quantity is as ordered/specified.
 - Check the price is as ordered/agreed.
 - Open boxes and delivery containers to inspect perishables.
 - Maintain the cold chain by quickly transferring perishables to fridge or freezer.
 - Administer discrepancies (credit note items that are not received or of wrong quality).
 - Sign and stamp invoice or delivery note once satisfied.
 - Record stock into inventory.
 - File paperwork.
- (Any TEN relevant actions) (10)
- [50]**
- TOTAL SECTION B: 150**
- GRAND TOTAL: 200**