



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

29 May 2025

This marking guideline consists of 9 pages.

SECTION A

QUESTION 1

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

(11 × 1) (11)

- 1.2 1.2.1 False;✓ Top management requires vast strategic/conceptual✓ skills.

OR

First level management requires vast technical skills.

- 1.2.2 False;✓ A written✓ agreement that is legally binding between the representatives of employees and employers is called a collective agreement.

OR

A verbal agreement is not always reliable.

- 1.2.3 False;✓ Mediation✓ is the process that follows when a deadlock has been reached in dispute negotiations.

OR

Conciliation can be reached with the help of a mediator.

- 1.2.4 True✓✓

- 1.2.5 False;✓ A grievance✓ is employee action against the employer.

OR

A dispute is a disagreement between employer and employees.

- 1.2.6 False;✓ A demotion✓ is reduction in the importance, responsibility and power of an employee.

OR

A written warning is a formal disciplinary sanction.

- 1.2.7 True✓✓

- 1.2.8 True✓✓

1.2.9 False;✓ Method study✓ uses Therblig symbols to record the sequence of work activities.

OR

Work measurement is the technique used to determine the time required by a qualified worker to complete a job or an operation at a defined performance level.

1.2.10 True✓✓

(10 × 2) (20)

- 1.3
- 1.3.1 I
 - 1.3.2 G
 - 1.3.3 H
 - 1.3.4 F
 - 1.3.5 D
 - 1.3.6 E
 - 1.3.7 C
 - 1.3.8 B
 - 1.3.9 A

(9 × 1) (9)

- 1.4
- 1.4.1
 - Middle management is responsible for tactical functions.
 - Functional plans of running the business.

1.4.2 The resource allocator's role is to make financial,✓ human and other resources✓ available where needed.

1.4.3 Recruitment is an HR function that does a thorough search for candidates✓ to fill a vacancy and to encourage them to apply.✓

1.4.4 Placement is an HR function, making/responsible for all the necessary arrangements for a position to be filled:✓

- Moving costs✓
- Gather personal information
- Completion of documentation

1.4.5

- Induction is an HR function that effectively introduce each new employee to an organisation/department/specific job.✓
- It is a process that takes place over a period of time.✓

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1 2.1.1

Performance management	Performance appraisal
• Ongoing process.✓ • Variety of activities,✓ policies✓ and procedures,✓ interventions.✓ • Aim to improve work performance. • Begins with performance evaluation/appraisal. • In line with establishment's strategic objectives.	• Annual,✓ formal process.✓ • Employees' work performance is judged✓ by supervisor.✓ • Measured against given standards/criteria.✓ • Scored and rated. • Influence bonus.
(Any 5 × 1)	(Any 5 × 1)

(10)

2.1.2

It is not:

Trait-based✓ nor

Result- or outcomes-based.✓

Trait-based

where something is born with✓ an appearance, attitude, work ethic, loyalty.

This criteria judges a person on who he/she is✓ not what he/she does therefore it is subjective and misleading.✓

Result- or outcomes-based

This method is a quantitative✓ assessment.

Needs very specific job description to be effective.✓

It is behaviour-based because employees' actions,✓ the way in which a person acts or conducts✓ him-/herself is evaluated in relation to others.✓

This method does not rate an individual but rather observes specific behaviour.

(Any 10 × 1)

(10)

2.1.3

- Evaluative✓
- Used to adjust salaries and to award benefits/reward.✓
- Or when staffing decisions have to be made.✓
- Efficiency of recruitment, selection and placement systems.

(Any 2 discussions)

- Developmental✓
- Future-orientated: skills development and motivation.✓
- Feedback is important!✓
- Training needs/remedies are identified.

(1 mark for naming, 2 marks for any two points in the discussion)

(2 × 3)

- 2.1.4
- Inaccurate appraisal
 - Favouritism and subjectivity
 - Insufficient time
 - Bias
 - Irrelevant or outdated standards
 - Timely feedback
 - Constant and regular
 - Not actual performance assessed
 - Focus on person not performance
 - Non-data-based assessment
 - Relies on memory not actual data
 - Process-related problems
 - Not related to reward system
 - Process not integrated with other HR processes, e.g. training.
 - No return-on-investment.
 - Instrument-related problems – Not one-size-fits-all.
 - Execution problems – Untrained evaluator.
 - Employee-related problems – Anxious employee.
 - Timing related problems – Interfere with other functions.

(Any 4 × 1)

(4)

2.2 2.2.1

Price✓	Value for money✓ – 'incredible price' for high quality food✓
Product✓	High quality✓ fast food✓ – 'gourmet burgers, hot dogs, milkshakes and crinkle-cut French fries'
Promotion✓	Word of mouth✓ (OR any other well-described examples, e.g. social media platforms, digital marketing strategies,✓ etc.). (Any TWO)
Place✓	Public spaces✓ such as parks.✓

(4 × 3)

(12)

2.2.2

Age✓	Young to middle age (20–50)✓
Sex✓	No distinctions (all orientations)✓
Income level	Upper middle class
Employment status	Employed
Level of education (Any 2 × 1)	Postgraduates (Any 2 × 1)

(2 × 2)

(4)

2.2.3

- High quality fast food✓ that are reasonably priced✓ appeals to working middle class✓ professionals as they are busy,✓ sociable and active.

(Any reasonable conclusion linking the marketing mix elements with the demographic indicators.) (Any 4 relevant points)

(4)

[50]

QUESTION 3

- 3.1 3.1.1
- Gather relevant information.
 - Through observation.
 - To study the nature of a specific job (How much time needed?; What activities per task?; What skills and experiences needed?; Importance of task vs performance?)
- (3)

3.1.2

Job description	
Job title	Site
Griller✓	Shake Shack✓
Summary of tasks	
Clean and maintain grilling equipment✓	
Grill meat products to company standard✓	
Taking orders from waiters✓	
Regulating grill temperature✓	
Portioning food and labelling items✓	
Discarding wastes and expired food✓	
Managing inventories✓	
(Any relevant duties)	
Equipment	Reporting structure:
	Report to
Griddle✓	Restaurant manager
Deep fryer	
Working conditions and hazards	Authority over
Hot surfaces – burning and/or scalding	Interns
Long hours/shifts	Cleaners
Afterhours and holidays	

(Any 10 elements appropriately spread under headings) (10)

- 3.1.3
- Qualification (Education)
 - Experience
 - Skills, knowledge and abilities
 - Personal traits
- (4)

- 3.1.4
- Young or has great stamina
 - Patient
 - Calm under pressure
 - Energetic
 - Team player
 - Organisational skills
 - Strong desire to please
- (Any relevant 3 × 1) (3)

3.2

Organisational factors✓	Work environment factors✓	Human/behavioural factors✓
Job content: Job depth and job range✓	Employee job expectations✓	Variety of skills ✓
Workflow: Must be logical✓	Employee abilities/skills✓	Autonomy✓
Ergonomics: ✓ Improvements to work station – more comfortable		Feedback
Work practices: Procedures (3)	(2)	(2)

(3)

(7)

(3 marks for 3 types of factors) (Any relevant 7 points for discussion)

3.3

- Expiry of contract✓ – short-term contract came to an end.✓
- Substantial breach of contract✓ – e.g. often unexplained absence from work or absence for a long time.✓
- Voluntary resignation✓ – e.g. family moving away.✓
- Mandatory retirement✓ – at agreed age contract ended, person went on pension.✓
- Dismissal✓ – due to misconduct or poor performance.✓
- Employee became disabled – permanent injury made it impossible for the employee to continue in his/her current contract/role.
- Retrenchment – due to change in operational requirements.
- Business closed down – insolvency.
- Death of the employer or employee.

(Any 5 with a realistic example or description for each one) (5 × 2)

(10)

3.4

3.4.1 Tasks/duties are completed ✓ in a logical order✓ within a required time frame.✓

(3)

3.4.2

- Increases productivity
- Ensures efficient use of time
- Improves service quality
- Logical order of tasks
- Schedule share ease
- Eliminates unnecessary steps
- Info share capability
- Manager released from operational tasks.
- Record can be kept for audit and statistics/planning purposes.

(Any 7 × 1)

(7)

[50]

QUESTION 4

- 4.1 4.1.1
- Enable quality, quantity✓
 - and portion estimation.✓
 - Set standard against which performance can be managed.✓
 - Improve accuracy✓
 - and speedy purchasing, stock control✓
 - and costing.✓
- (Any relevant 4 × 1) (4)
- 4.1.2
- Guides purchasing,✓
 - order only what is needed and according to the specification.✓
 - When integrated into a computer program✓
 - will ensure accuracy and speedy purchasing,
 - stock control and costing.✓
 - Used for strategic price-setting – realistic budgeting. ✓
- (Any FOUR financial advantages) (4)
- 4.1.3
- Ensures consistency in quality✓
 - and this in turn will improve customer satisfaction.✓
 - Facilitates efficient/realistic production scheduling.✓
 - What needs to be done and how long it will take are specified.✓
 - Provides a basis for training methods as these have been approved, tested and well-described.
- (Any 2 × 2) (4)

4.2

Factors	Examples
Use technology✓	POS, software, etc.✓
Effective management style✓	Democratic leadership, share leadership, delegate, etc.✓
Set clear goals✓	Repeat, set goals together, etc.✓
Effective policies and procedures✓	No duplication, best practices✓
Ensure employee wellness✓	Workplace designs, ergonomics, fair scheduling✓
Invest in training	Empower initiative
Conducive work environment	Provide facilities, service equipment, control, improve environment, etc.

(Any 5 × 2) (10)

- 4.3 4.3.1
- Financial plan of estimated income and expenses for a specific period.
 - Forecast of expected future financial needs.
 - Based on past performance.
 - Include anticipated changes.
 - Emphasis on efficiency and saving.
 - Number of meals.
 - Labour time.
- (Any 5 × 1) (5)

4.3.2	• Slow down operations • Staff and salary reductions • Losing credit worthiness • Loss of reputation • Insolvency • Closure	(Any 5 × 1)	(5)		
4.4	4.4.1	• Purchase • Ordering • Receiving • Storage • Issuing • Production • Serving	(Any 5 × 1)	(5)	
	4.4.2	• Keep storage areas locked. • Authorised entry only. • Maintain appropriate environmental conditions. • Check hygiene, temperature, pests, lighting, ventilation, access daily. • Ensure easy access – prevent delays, improve stocktaking process. • Group goods logically/label shelving/alphabetical – categorised layout on floor plan. • Competent and reliable storekeeper. • Keep record of everything that enters and are issued from the store.	(Any 5 × 1)	(5)	
4.5	• Cover all requirements? • Hardware configuration requirements? • Supporting equipment necessary? • Performance standards? • Can it be customised for you? • Cost? • Can it be updated (lifespan)? • User-friendly? • After-sales service available?			(Any 8 × 1)	(8)

[50]

TOTAL SECTION B:	150
GRAND TOTAL:	200