



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**N20(E)(N14)H  
NOVEMBER EXAMINATION  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N4**

**14 November 2017 (X-Paper)  
09:00–12:00**

**This question paper consists of 6 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N54  
TIME: 3 HOURS  
MARKS: 200

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**INSTRUCTIONS AND INFORMATION**

1. Answer ALL the questions.
  2. Read ALL the questions carefully.
  3. Number the answers according to the numbering system used in this question paper.
  4. Start each main question on a NEW page.
  5. Answer ALL the questions within the practical context of the given situation.
  6. Carefully consider the mark allocation in the question paper.
  7. Write neatly and legibly.
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**QUESTION 1**

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the number and write only 'true' or 'false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK. Give the correct answer if the statement is FALSE.

- 1.1.1 Management is the art of getting things done through people.
- 1.1.2 The computers at a college are examples of physical resources.
- 1.1.3 A policy refers to the internal grouping of staff into different departments.
- 1.1.4 A college hostel is an example of a commercial establishment.
- 1.1.5 Being able to operate a computer skilfully is a conceptual skill.
- 1.1.6 A factory canteen of a business is a non-profit food service.
- 1.1.7 Coercive authority is based on a manager's superior knowledge and skills.
- 1.1.8 Encoding is when the sender formulates a message in an understandable format.
- 1.1.9 A suggestion system is a method for downward communication.
- 1.1.10 Motivation is an internal driving force that regulates people's actions.

(10 × 2) (20)

- 1.2 You are the manager at the college hostel and have to perform various management functions.

Give a clear description for each of the following. Write the description next to the question numbers (1.2.1–1.2.5) in the ANSWER BOOK.

- 1.2.1 Short term planning with a suitable example. (2 + 2) (4)
- 1.2.2 Description of functional planning. (6)
- 1.2.3 A description of a partnership. (4)
- 1.2.4 Define the concept *communication*. (4)
- 1.2.5 Explain what it means to be a *critical listener*. (2)

- 1.3 Choose the answers from COLUMN B that matches the statement in COLUMN A that relates to Maslow's hierarchy of needs. Only write the letter (A–E) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	Physiological needs	A	meaningful job with responsibilities
1.3.2	Security needs	B	working well in a team
1.3.3	Social needs	C	promotion to top management
1.3.4	Recognition needs	D	safe working conditions
1.3.5	Self-actualisation needs	E	fair salaries and wages

(5 × 2) (10)  
[50]

## QUESTION 2

- 2.1 Describe FIVE areas of services offered by a hospitality establishment like a hotel. (5 × 2) (10)
- 2.2 Briefly explain the functioning of contract catering using an example. (4)
- 2.3 Describe FIVE reasons why planning is important for a hostel or a hotel. (5 × 2) (10)
- 2.4 Describe the difference between job scope and job depth with reference to any TWO different positions (employees) at a hostel. (3 + 3) (6)

2.5 Explain the division of work/ labour under the following headings:

2.5.1 Vertical division of work/labour. (3)

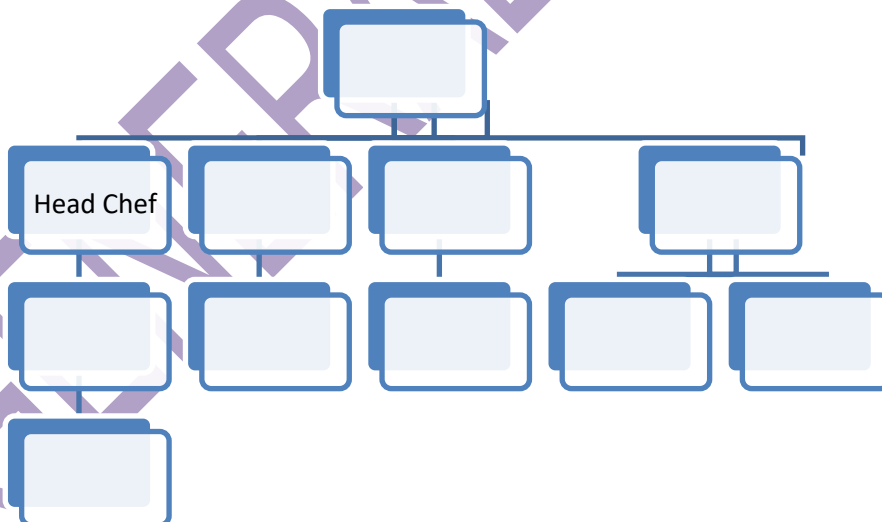
2.5.2 Horizontal work division. (3)

2.5.3 TWO requirements for the successful application of division of labour. (2 × 2) (4)

2.6 Redraw the organogram in your ANSWER BOOK. Write down the job titles of each of the following ten staff members in the correct block of the organogram. The title of the Head Chef has been inserted as a guideline.

- Head Chef
- General Manager
- Finance Clerk
- Night Supervisor
- Human Resources (HR) Officer
- Pastry Chef
- Sous Chef
- Financial Manager
- Front of House (FOH) Manager
- Human Resources (HR) Manager
- Duty Supervisor

(10 × 1) (10)



[50]

**QUESTION 3**

- 3.1 Describe the THREE elements of delegation. (10)
- 3.2 Identify the following type of leadership styles:
- 3.2.1 This style focuses mainly on job performance and task completion.
- 3.2.2 This style focuses on the participation and input of all group members.
- 3.2.3 This a strict and controlling leader who believes that only he/she knows best. (3 × 2) (6)
- 3.3 Name the FOUR workplace information sources a manager can use to help make a programmed decision. (4)
- 3.4 Write down FIVE guidelines a hostel supervisor can use to motivate the kitchen staff. (5 × 2) (10)
- 3.5 Write down the correct order of the EIGHT steps of the decision making process. (10)
- 3.6 Describe the THREE elements of coordination. (10)
- [50]**

**QUESTION 4**

- 4.1 Lists FOUR methods (aids) that a manager can use to improve coordination. (4)
- 4.2 Briefly describe THREE requirements for effective coordination. (3 × 2) (6)
- 4.3 Describe FIVE reasons why control is necessary for any business. (5 × 2) (10)
- 4.4 Write down the FOUR steps of the control process. (4)
- 4.5 Briefly describe the difference between the following two control methods:
- 4.5.1 Management by Objective (MBO).
- 4.5.2 Management by Exception (MBE). (2 × 3) (6)
- 4.6 Describe budget control under the following headings:
- 4.6.1 What is a budget? (4)
- 4.6.2 Briefly describe any THREE advantages of a budget. (2 × 3) (6)
- 4.7 Give TWO reasons why a Kitchen supervisor at the hostel should ensure that there is enough stock available in the kitchen. (2 × 2) (4)
- 4.8 Briefly describe THREE types of costs concerning stock control at a hostel. (3 × 2) (6)
- [50]**
- TOTAL: 200**