

higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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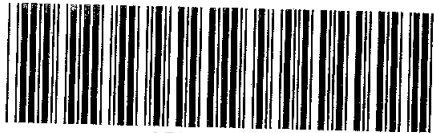
NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

19 June 2017 (X-Paper)
09:00–12:00

This question paper consists of 6 pages and 1 addendum.



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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
APPLIED MANAGEMENT N4
TIME: 3 HOURS
MARKS: 200

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 question on a NEW page.
 5. Write neatly and legibly.
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QUESTION 1

- 1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK. Correct the statement if it is FALSE.
- 1.1.1 Management is the art of getting things done by people.
- 1.1.2 Computers at a college are an example 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 nonprofit food service.
- 1.1.7 Coercive authority is based on a manager's superior knowledge and skills.
- 1.1.8 Encoding occurs 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 Explain each of the following terms.
- 1.2.1 Short term planning with a suitable example (2 + 2) (4)
- 1.2.2 Functional planning (6)
- 1.2.3 Partnership (4)
- 1.2.4 Communication (4)
- 1.2.5 Critical listener (2)

- 1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only 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 x 2)

(10)

[50]**QUESTION 2**

- 2.1 Describe FIVE types of services offered by a hospitality establishment like a hotel. (5 x 2) (10)
- 2.2 Briefly explain the functioning of contract catering with an example. (4)
- 2.3 Give FIVE reasons why planning is important for the hostel or hotel. (5 x 2) (10)
- 2.4 Distinguish between *job scope* and *job depth* with reference to any TWO different positions 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 x 2) (4)

2.6 Write the job titles of each of the following 10 staff members in the correct block of the organogram on the attached ADDENDUM. 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)
[50]

QUESTION 3

3.1 Explain THREE elements of delegation.

(10)

3.2 Identify the following types of leadership styles:

- 3.2.1 Focuses mainly on job performance and task completion
- 3.2.2 Focuses on the participation and input of all group members
- 3.2.3 A strict and controlling leader who believes that only he/she knows best

(3 × 2) (6)

3.3 List the FOUR workplace information sources that a manager can use to help make a programmed decision.

(4)

3.4 Give FIVE guidelines a hostel supervisor can use to motivate the kitchen staff.

(5 × 2) (10)

3.5 Write down the EIGHT steps of the decision-making process in the correct order.

(10)

3.6 Explain the THREE elements of coordination.

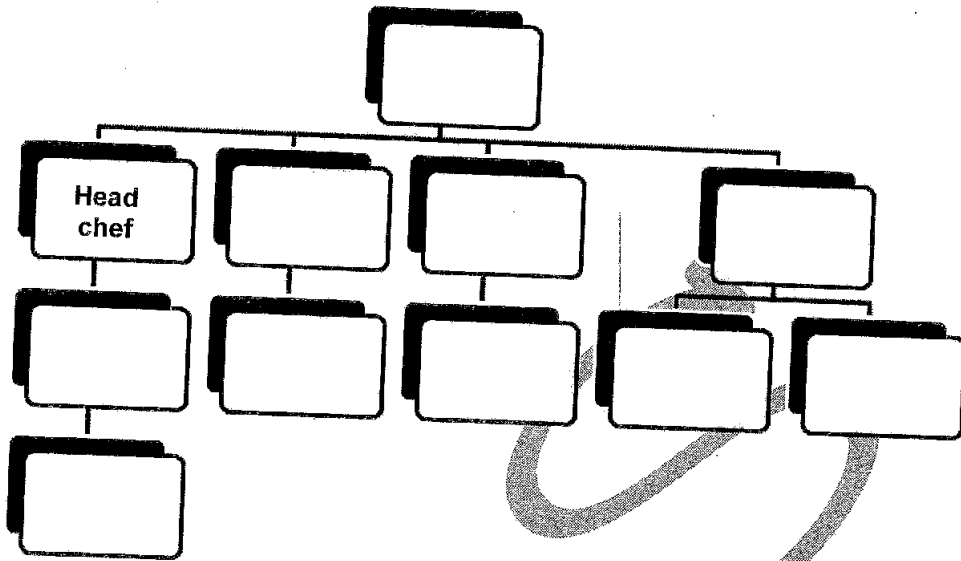
(10)
[50]

QUESTION 4

- 4.1 Name FOUR methods that a manager can use to improve coordination. (4)
- 4.2 Briefly state THREE requirements for effective coordination. (3 × 2) (6)
- 4.3 Give FIVE reasons why control is necessary for any business. (5 × 2) (10)
- 4.4 Give the FOUR steps of the control process. (4)
- 4.5 Distinguish between the following control methods:
- 4.5.1 Management by objective (MBO) (3)
- 4.5.2 Management by exception (MBE) (3)
- 4.6 What is a budget? (4)
- 4.7 Give any THREE advantages of a budget. (3 × 2) (6)
- 4.8 Give TWO reasons why a kitchen supervisor at a hostel should ensure that there is enough stock available in the kitchen. (2 × 2) (4)
- 4.9 Explain THREE types of stock control costs at the hostel. (3 × 2) (6)
- [50]**
- TOTAL: 200**

ADDENDUM

QUESTION 2.6



ORGANOGRAM OF HOTEL STAFF

(10)

