



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N10(E)(N23)H
NOVEMBER EXAMINATION
NATIONAL CERTIFICATE
APPLIED MANAGEMENT N4**

(4090594)

**23 November 2015 (X-Paper)
9:00–12:00**

This question paper consists of 6 pages.

**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. Answer ALL the questions within the practical context of the given situation.
 6. Carefully consider the mark allocation of each question.
 7. 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 Staffing is the process of appointing qualified employees in suitable positions.
- 1.1.2 Conceptual skills refer to the ability to work with people.
- 1.1.3 Policies are guidelines and procedures based on the activities of a business.
- 1.1.4 A business structure includes horizontal and vertical authority and communication lines.
- 1.1.5 Cordless credit card machines are examples of innovations.
- 1.1.6 SARA stands for South African Chefs Association.
- 1.1.7 A partnership is a legal entity and can be listed on the stock exchange.
- 1.1.8 Compilation of the master budget requires routine decision making.
- 1.1.9 The staff budget makes provision for training and remuneration.
- 1.1.10 The Equity theory of Adams is a process motivation theory. (10 × 2) (20)
- 1.2 Give a complete description for each of the following terms. Write only the description next to the question number (1.2.1–1.2.3) in the ANSWER BOOK. Add
- 1.2.1 Autocratic leadership (2)
- 1.2.2 Productivity standards as a control method (2)
- 1.2.3 The meaning and use of PERT (6)

1.3 Give ONE term for each of the following descriptions. Write only the term next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

1.3.1 When a manager and a subordinate plan together and set work goals for the subordinate to achieve.

1.3.2 A management style that pleads for more worker involvement in workplace decision-making.

1.3.3 A technique that indicates exceptions or deviations in the control process.

1.3.4 A motivation theory that accepts that money can satisfy a diversity of needs.

1.3.5 A motivation theory that suggests that money can be used as a reward to improve work performance.

(5 × 2) (10)

1.4 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (1.4.1–1.4.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.4.1	Reward authority	A	the manager dismisses the worker for a serious offence
1.4.2	Coercive authority	B	manager asks his/her secretary to type a document
1.4.3	Legal authority	C	respect for a manager due to his/her leadership
1.4.4	Reference authority	D	a manager with superior computer skills
1.4.5	Expert authority	E	the manager gives a bonus to a worker for good quality work

(5 × 2) (10)
[50]

QUESTION 2

- 2.1 Describe the THREE different sectors in the hospitality industry and give suitable examples for each. (10)
- 2.2 Explain THREE catering service categories for government institutions like the Defence Force. (3 × 2) (6)
- 2.3 Explain the SEVEN steps of the operational planning process of a hotel. (7 × 2) (14)
- 2.4 Briefly discuss what the following types of objectives would be for a medium-sized hotel.
- 2.4.1 ONE strategic objective
- 2.4.2 ONE functional objective
- 2.4.3 ONE operational objective (3 × 2) (6)
- 2.5 Name FOUR types of enterprises (ownership structures). (4)
- 2.6 Explain the division of work/labour under the following headings:
- 2.6.1 The difference between *job scope* and *job depth*. (3 × 2) (6)
- 2.6.2 TWO requirements for successful application of division of labour. (2 × 2) (4)
- [50]**

QUESTION 3

- 3.1 Discuss *delegation* under the following headings:
- 3.1.1 A description of the term *delegation*. (2)
- 3.1.2 THREE elements of *delegation*. (10)
- 3.2 Briefly describe THREE advantages of a line organisation for a hotel. (3 × 2) (6)
- 3.3 Fill in the missing words in the following description of leadership. Write only the answer next to the question number (3.3.1–3.3.4) in the ANSWER BOOK.
- Leadership can be seen as a ... (3.3.1) process where a ... (3.3.2) is influenced by a ... (3.3.3) in order to achieve ... (3.3.4). (4 × 1) (4)
- 3.4 Name FIVE facets of leadership. (5)

- 3.5 The hotel manager has to solve the problem of poor service in the restaurant.
- 3.5.1 Explain why the hotel manager must be able to make good decisions. (3)
- 3.5.2 Name the EIGHT steps of the decision making process in the correct order. (10)
- 3.6 Describe the following elements of the communication process with suitable examples for each:
- 3.6.1 Encoding (6)
- 3.6.2 Internal barriers (4)
- [50]

QUESTION 4

- 4.1 Name SIX advantages of good listening skills (6)
- 4.2 Discuss *coordination* under the following headings:
- 4.2.1 The description of *coordination*. (5)
- 4.2.2 The THREE elements of *coordination*. (3 × 3) (9)
- 4.3 The hotel manager identified poor service delivery as a problem at the hotel. He informs the human resources (HR) officer to organise service training for five restaurant staff members.
- In the example given above, identify the THREE levels of coordination and explain how the staff members from each of the THREE levels will need to work together to solve the problem. (3 × 4) (12)
- 4.4 Briefly discuss FIVE reasons why control is necessary at a hotel. (5 × 2) (10)
- 4.5 Describe FOUR main resources (areas) that the hotel manager needs to control in the business and give an example for each. (4 × 2) (8)
- [50]
- TOTAL: 200**