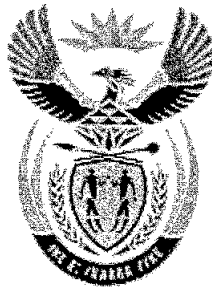


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N20(E)(J6)H
JUNE 2012

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

6 June (Y-Paper)
13:00 – 16:00

This question paper consists of 7 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 correctly 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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PTO



SECTION A

QUESTION 1

1.1 Give ONE word/term for each of the following descriptions by choosing a word/term from the list below. Write only the word/term next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK.

span of control; motivation; strategic; punishment; technical skills; policy; commercial; synergy; democratic; single plan
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- 1.1.1 The limits within which decisions can be made in accordance with the goals of the company
- 1.1.2 A plan which is used only once in an organisation
- 1.1.3 This refers to the number of employees who can effectively be managed by a supervisor
- 1.1.4 When three people working together produce more than when they are working on their own
- 1.1.5 The ability to use specialised equipment
- 1.1.6 This sector profits from rendering a service
- 1.1.7 The internal driving force which directs our actions
- 1.1.8 This leadership style emphasises participation and the utilisation of the ideas of group members
- 1.1.9 A negative control technique
- 1.1.10 During this type of planning, new products and markets are identified and developed

(10 × 2) (20)

PTO

1.2 Choose the element of communication in COLUMN B to match a description in COLUMN A. Write only the letter (A – J) next to the question number (1.2.1 – 1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Daydreaming while listening	A	feedback
1.2.2	Interpreting the information received	B	decoding
1.2.3	Formulating information into an understandable message	C	internal barrier
1.2.4	Indicating to the sender that the message has been received	D	medium
1.2.5	The starting point of a message	E	encoding
1.2.6	The oven alarm goes off and the chef cannot hear the telephone ringing	F	external barrier
1.2.7	The channel used to send a message	G	sender
1.2.8	The person receiving the message	H	message
1.2.9	The information being sent	I	non-verbal channel
1.2.10	A non-smoking sign	J	receiver

(10 × 2) (20)

1.3 Give ONE word/term for the following management functions. Write only the word/term next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

- 1.3.1 The creation of controllable departments which co-operate within the enterprise
- 1.3.2 To compare the actual performance with predetermined plans, standards and objectives to bring about corrections when deviations occur
- 1.3.3 Deciding in advance what to do, how to do it, who will do it and when to do it
- 1.3.4 The integration of objectives and tasks at all levels of all departments or functions in order that the enterprise can function as a whole

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- 1.3.5 The process whereby the subordinates are influenced by a superior in order to set and achieve the goals of the enterprise. (5 × 2) (10)

TOTAL SECTION A: 50

SECTION B

QUESTION 2

- 2.1 Planning is not only essential for new businesses but it is important that existing businesses plan continuously.
- 2.1.1 Differentiate between *strategic* and *operational planning*. (3 × 2) (6)
- 2.1.2 Explain the SEVEN steps which take place during *strategic planning*. (7 × 2) (14)
- 2.1.3 There are certain barriers which can hinder planning. Name FOUR barriers to planning. (4)
- 2.2 The words in each of the following groups have something in common. Point out what they have in common and give a brief discussion of the topic which they represent.
- 2.2.1 Company, partnership, sole ownership (3)
- 2.2.2 Policy, procedures, budget, scheduling (3)
- 2.2.3 Physical resources, information resources, human resources, financial resources (3)
- 2.2.4 Harmonising, synchronising, integration (3)
- 2.2.5 McClelland, Herzberg, Maslow, Vroom (3)
- 2.3 Differentiate between the *formal* and *informal organisational structure* in an organisation. (2 × 3) (6)
- 2.4 Hospital catering is a very important sector of the catering industry. Here you have to help sick patients to regain their strength. Name the various positions in which the staff in an industrial hospital kitchen can be organised. (5)
- [50]**

PTO

QUESTION 3

- 3.1 There are three basic organisational structures in a company. Give a brief definition of each of the following organisational structures and name TWO advantages of each structure.
- 3.1.1 Line organisational structure (4)
- 3.1.2 Line and staff organisational structure (4)
- 3.2 A hotel or guest house can be described as 'a home away from home'. Therefore excellent service in any hospitality organisation is important. There are FOUR basic services which can be provided to guests in a hospitality organisation. Name and explain these FOUR services. (4 × 3) (12)
- 3.3 Planning, the first management function, is based on THREE perspectives. Name these THREE perspectives. (3 × 2) (6)
- 3.4 Explain, by making use of TWO practical examples, how *delegation* can take place in an organisation. (2 × 2) (4)
- 3.5 *Span of control* is the number of workers who can be effectively led by one person. Make use of a drawing to depict the two types of span of control present in an organisation. (2 × 2) (4)
- 3.6 Leaders normally make use of more than one leadership style. Each situation asks for a specific style. Name FOUR styles which a leader can use to lead his/her organisation and staff. (4)
- 3.7 Co-ordination takes place on three levels in any organisation. Name these THREE levels. (3 × 2) (6)
- 3.8 Give TWO practical examples of rules and regulations in a hotel kitchen. (2 × 2) (4)
- 3.9 Complete the following sentence with regard to co-ordination:
Co-ordination can take place on a vertical and on a ... level. (2)
- [50]

PTO

QUESTION 4

- 4.1 Explain the following management concepts:
- 4.1.1 Innovation
 - 4.1.2 Resources
 - 4.1.3 Integration
 - 4.1.4 Proactive attitude
 - 4.1.5 Sous chef (5 × 2) (10)
- 4.2 Control is the final fundamental element of management. Give FIVE reasons why control is necessary in any establishment. (5 × 2) (10)
- 4.3 Discuss the following statement:
'Without planning, control cannot take place and without control, planning would not be successful.' (4)
- 4.4 Stock control
- 4.4.1 What is the purpose of stock control? (3 × 2) (6)
 - 4.4.2 What is meant with the term *re-order level*? (2)
- 4.5 Theft
- 4.5.1 In an organisation there are two groups who can be responsible for theft. Name and explain who these TWO groups are. (2 × 2) (4)
 - 4.5.2 How can theft be discouraged in an organisation? State FIVE ways. (5 × 2) (10)
- 4.6 'Time is money'. This is a very valid phrase in the business world today. What activities can be seen as time wasters in a company? (4)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200