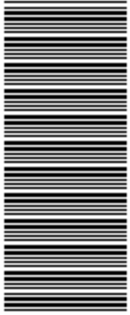


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N20(E)(M30)H
JUNE EXAMINATION**

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

**30 May 2016 (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 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. 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 An organisation is an independent entity that operates on economic principles.
- 1.1.2 An employee at a guesthouse can be classified as a human resource.
- 1.1.3 Communication is the process where verbal and non-verbal information is conveyed.
- 1.1.4 A guesthouse operates in the non-commercial food sector.
- 1.1.5 FEDHASA sets standards for members in the hospitality trade.
- 1.1.6 SARA stands for South African Restaurant Association.
- 1.1.7 Operational objectives are formulated for a period of one to three years.
- 1.1.8 A sole trader or a sole proprietor is a legal entity.
- 1.1.9 Authority refers to the rights and powers related to a specific position.
- 1.1.10 Management by exception is when the manager and employee set goals together for the employee to achieve.

(10 × 2) (20)

1.2 You are the general manager of a guesthouse and responsible for various management functions. You are in charge of the food services manager, human resources officer, receptionist and bookkeeper.

Answer the following and give examples from the guesthouse:

- 1.2.1 Explain *legal power* as an aspect of leadership for the manager. (2 × 2) (4)
- 1.2.2 Give reasons why the general manager must be a critical listener when solving a dispute between two waiters. (3 × 2) (6)

1.3 State ONE specific responsibility for each of the following staff members:

1.3.1 Food services manager

1.3.2 Human resources officer

1.3.3 Receptionist

1.3.4 Bookkeeper

1.3.5 Waiters

(5 × 2) (10)

1.4 Choose a description from COLUMN B that matches a communication medium 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	Grapevine	A	information about financial progress of the business
1.4.2	Annual report	B	hints to improve productivity in the kitchen
1.4.3	Suggestion system	C	formal article about the guesthouse receiving an award
1.4.4	House journal	D	training new staff on service delivery
1.4.5	Induction programme	E	this can spread rumours

(5 × 2) (10)

[50]

QUESTION 2

- 2.1 Give ONE word/term for the following descriptions. Write only the word/term next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.
- 2.1.1 The type of budget that includes all the other budgets of the guesthouse
- 2.1.2 This control method refers to the computerised information that the manager can access to evaluate all operations in the business
- 2.1.3 The manager can use this system to retrieve sales information from cash registers
- 2.1.4 The leadership style whereby a manager is strict, controlling and makes all decisions by herself/himself.
- 2.1.5 This element of delegation is the obligation to exercise responsibility and authority
- (5 × 2) (10)
- 2.2 Describe SIX characteristics of strategic and corporate planning. (6 × 2) (12)
- 2.3 Briefly describe FOUR types of hospitality services that the guesthouse can offer, using examples. (4 + 4) (8)
- 2.4 Name FOUR staff members that can be involved in food preparation in the guesthouse kitchen. (4)
- 2.5 Good planning for all business functions is very important in the guesthouse.
Briefly describe FIVE barriers to the planning process. (5 × 2) (10)
- 2.6 Distinguish between *job scope* and *job depth*. (3 × 2) (6)
- [50]**

QUESTION 3

- 3.1 The guest house has organised functions as a line organisation.
Briefly explain the FOUR principles of the line organisation. (4 × 2) (8)
- 3.2 Name and explain FIVE sources of authority of a manager, with suitable examples. (5 × 3) (15)
- 3.3 Name Maslow's FIVE need levels and give a work-related example of each level. (10)
- 3.4 Describe SIX factors that can influence work coordination in the guesthouse. (6 × 2) (12)
- 3.5 What is the meaning of the acronym PERT and how can it be used? (5)
- [50]**

QUESTION 4

- 4.1 Name FIVE factors that can influence the span of control. (5)
- 4.2 Give SIX reasons why control is necessary at a guesthouse. (6 × 2) (12)
- 4.3 The manager needs to ensure that control is applied to ensure growth and profit for the guesthouse.
- 4.3.1 State the FOUR steps of the control process in the correct order. (4 × 2) (8)
- 4.3.2 Describe FIVE standards of the control process to be controlled at a guesthouse. Consider the activities and resources at the guesthouse. (5 × 2) (10)
- 4.4 Briefly describe the role of a sales budget at a guesthouse. Give examples of how the manager can forecast sales on the services offered at the guesthouse. (5 × 2) (10)
- 4.5 Name any FIVE motivational factors of Herzberg's theory. (5)
- TOTAL: 200**