



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N20(E)(J23)H
JUNE EXAMINATION

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

23 June 2015 (Y-Paper)
13:00–16:00

This question paper consists of 8 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. Carefully consider the mark allocation of each question and answer accordingly.
 6. Tidiness, style and layout of answers are important.
 7. Write neatly and legibly.
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SECTION A**QUESTION 1**

- 1.1 Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.1.1–1.1.15) in the ANSWER BOOK.
- 1.1.1 (Punishment/Procedure) is a negative control technique.
- 1.1.2 Pension benefits provided by an organisation, focus on the (social/safety) needs of an employee.
- 1.1.3 To establish objectives and to determine a strategy to reach these objectives is called (operational/strategic) planning.
- 1.1.4 (Conceptual/Human) skill refers to the ability of a manager to see the organisation as a whole.
- 1.1.5 When three people working together produce more than three people working on their own, it is called (planning/synergy).
- 1.1.6 (Quality circle/Motivation) pleads for greater involvement of the worker in the decision making process.
- 1.1.7 A (purchases budget/production budget) gives an indication of the quantity that should be produced.
- 1.1.8 According to Maslow's hierarchy of needs (self-esteem/self-actualisation) is the highest level of need that one aspires to.
- 1.1.9 When a message is converted into meaningful information by the receiver, it is called (decoding/encoding).
- 1.1.10 When employees performing similar tasks are grouped together, it is called departmentation according to (product/function).
- 1.1.11 The process and art of getting things done by people is known as (motivation/management).
- 1.1.12 (Selection/Staffing) is the provision of personnel for the different positions within an enterprise.
- 1.1.13 The main aim of a (motel/club) is to provide sport or social facilities and entertainment to members.
- 1.1.14 Catering on luxury cruise liners are known as (airline/maritime) catering.
- 1.1.15 The level of stock on hand that necessitates placing a standard order is called (re-order level/economical lot size).

(15 × 2) (30)

- 1.2 Choose a/an word/item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	This sector profits from rendering a service	A	span of control
1.2.2	The number of subordinates who can effectively be managed by one person	B	human skill
1.2.3	Integration of objectives and tasks of all departments	C	commercial
1.2.4	The ability to work with people and give instructions	D	delegation
1.2.5	When authority and responsibility are passed on to subordinates	E	leadership
1.2.6	Authority is delegated by top management to the next level by means of a straight downward line	F	communication
1.2.7	When subordinates are influenced by a superior to set and achieve goals	G	non-commercial
1.2.8	Verbal or non-verbal transfer of a message	H	interpersonal
1.2.9	The projection of future income and expenditure	I	co-ordination
1.2.10	When staff functionaries provide expert advice	J	line organisation
		K	line and staff organisation
		L	cash flow

(10 × 2)

(20)
[50]

TOTAL SECTION A:

50

SECTION B**QUESTION 2**

Mr McGraw has recently been appointed as the new manager of Clementine Hotel in George on the garden route. Mr McGraw is a skilled manager who has worked at various other hotels in South Africa and abroad. He is a creative and innovative manager and wants to bring about a few changes in the general management and functioning of the hotel. He is a good planner and organiser who strives towards success for his hotel.

- 2.1 Briefly discuss the role of each of the following staff members of the hotel:
- 2.1.1 A housekeeping manager
 - 2.1.2 A receptionist
 - 2.1.3 A kitchen cleaner (3 × 2) (6)
- 2.2 Mr McGraw understands the importance of planning.
- 2.2.1 Give FIVE reasons why it is important that Mr McGraw plans effectively for the hotel. (5 × 2) (10)
 - 2.2.2 Briefly state SIX requirements to which Mr McGraw's planning should conform. (6)
- 2.3 Indicate whether the following activities of the hotel are SHORT-TERM or LONG-TERM. Choose the answer and write only 'short-term' or 'long-term' next to the question number (2.3.1–2.3.5) in the ANSWER BOOK.
- 2.3.1 The planning of a banquet for 300 guests
 - 2.3.2 Planning for sufficient stock for the kitchen
 - 2.3.3 Planning for an improved market position for the hotel
 - 2.3.4 Planning for an increase in revenue over the next three years
 - 2.3.5 Planning for a training session for the kitchen staff (5 × 2) (10)

- 2.4 Give ONE post level for each of the following staff members of the hotel by choosing a post level from the list below. Write only the post level next to the question number (2.4.1–2.4.5) in the ANSWER BOOK.

top level management; middle level management; lower level management; worker

- 2.4.1 The food and beverage manager of the hotel
- 2.4.2 The kitchen supervisor
- 2.4.3 The receptionist of the hotel
- 2.4.4 The front office manager of the hotel
- 2.4.5 Mr McGraw (5 × 2) (10)
- 2.5 One of Mr McGraw's friends who studied with him is currently working as a chef at a prison.
- 2.5.1 In which sector of the hospitality industry would cooking at a prison be classified?
- 2.5.2 Is this part of the commercial or non-commercial hospitality sector? (2 × 2) (4)
- 2.6 Sometimes Mr McGraw makes use of contract caterers to assist with the catering at the hotel's function venues, if the hotel is fully booked and various functions are running at the same time.
- Explain what contract caterers are and how they go about doing their work. (4) [50]

QUESTION 3

- 3.1 As stated in the opening paragraph, Mr McGraw is an innovative manager.
- 3.1.1 What does it mean to be *innovative*?
- 3.1.2 Give TWO examples of innovation that Mr McGraw can implement in the hotel. (2 × 2) (4)
- 3.2 Draw a simple organisational structure for the Clementine Hotel. Use the positions as given in QUESTION 2.4 as a guide. (5 × 2) (10)

- 3.3 Mr McGraw fulfils a line function in the line organisational structure of the hotel. Although this is the most basic and effective organisational structure, it does have certain disadvantages.
State FOUR disadvantages. (4)
- 3.4 Mr McGraw delegates all the tasks regarding training for the kitchen staff to Mrs Linnerts, the food and beverage manager.
Explain the following TWO elements of delegation by defining them and providing practical examples:
- 3.4.1 Authority
- 3.4.2 Responsibility (2 × 4) (8)
- 3.5 Explain FIVE practical methods which Mr McGraw can use to motivate his employees. (5 × 2) (10)
- 3.6 Communication is very important in any business.
- 3.6.1 Define the term *communication*. (4)
- 3.6.2 Explain any THREE possible communication barriers that Mr McGraw may encounter. (3 × 2) (6)
- 3.6.3 Explain why it is important for Mr McGraw and his staff to communicate well. (4)
- [50]

QUESTION 4

- 4.1 As the hotel manager, Mr McGraw must combine all the activities of the hotel in order to function as a unit.
- 4.1.1 Name FIVE aids/techniques that Mr McGraw can use to improve co-ordination in the hotel. (5)
- 4.1.2 Name SIX requirements for effective co-ordination to take place. (6 × 2) (12)
- 4.2 Mr McGraw feels that control is one of the most important management functions to take place in the hotel. Therefore he is always reminding the rest of his management team to exercise control over their departments.
Give SIX reasons why control is essential. (6 × 2) (12)
- 4.3 Name the FOUR steps in the control process which Mr McGraw can use. (4)

- 4.4 Briefly discuss the following types of budgets of the Clementine Hotel:
 - 4.4.1 The purchases budget
 - 4.4.2 The master budget
 - 4.4.3 Research and development budget
 - 4.5 Name the steps which can be followed when drawing up a budget.
 - 4.6 Discuss the purpose of stock control in the hotel.
- (3 × 3) (9)
(6)
(2)
[50]
- TOTAL SECTION B: 150**
GRAND TOTAL: 200

GENERAL STUDIES