



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NATIONAL CERTIFICATE

APPLIED MANAGEMENT N6

(4090576)

**15 November 2017 (X-Paper)
09:00–12:00**

This question paper consists of 7 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
APPLIED MANAGEMENT N6
TIME: 3 HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions in the question paper.
 2. Read ALL the questions carefully.
 3. Number the answers according to the numbering system in the question paper.
 4. Start each main question on a NEW page.
 5. Answer ALL the questions in the practical context of the given situation.
 6. Carefully consider the mark allocation of each question in the question paper.
 7. Write neatly and legibly.
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QUESTION 1

Situation: You are the general manager of a luxury guesthouse called All Seasons in Port Elizabeth that caters for local and overseas visitors. The accommodation rates of the guesthouse vary from R1 500 to R1 900 per day. You are responsible for management functions such as setting budgets, evaluation of staff and maintaining workplace safety.

The general manager markets the guesthouse by using its website, newspapers and tourism publications. The guesthouse offers various facilities and services such as a gym, spa services, a restaurant, luxury rooms and tours to tourism sites in the area. The kitchen supervisor and receptionist report to the general manager.

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the number 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 Planning determines the overall goals of a business.
- 1.1.2 Control is the integration of objectives and tasks in a department.
- 1.1.3 The entrepreneurial role of a manager is to deal with labour strikes in a business.
- 1.1.4 Smiling at your colleague is a form of non-verbal communication.
- 1.1.5 Marketing on websites and on mobile phones is an electronic communication method.
- 1.1.6 Vertical communication can move upwards and downwards in a business.
- 1.1.7 Therblig symbols are used in activity lists in the work measurement process.
- 1.1.8 The increase in pollution is a social environmental variable of a business.
- 1.1.9 Excel is an example of computer hardware that can be used in a business.
- 1.1.10 A budget is a forecast of the financial future needs of a business.

(10 × 2) (20)

- 1.2 Provide a clear description of each of the following concepts next to the question numbers.
- 1.2.1 Master budget
 - 1.2.2 Cost plus profit method as a price-setting technique
 - 1.2.3 Discipline as a management task in a business
 - 1.2.4 The objective of exit interviews in a business
 - 1.2.5 A hidden contract in the workplace
 - 1.2.6 Function of an industrial council in labour relations
 - 1.2.7 Role of the Wage Act in labour relations legislation
 - 1.2.8 Job analysis in human resource planning
 - 1.2.9 Use of intelligence tests in personnel selection processes
 - 1.2.10 The function of marketing in a business (10 × 2) (20)
- 1.3 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.
- 1.3.1 The ... is a specific group of customers to whom a business sells its products or services.
 - 1.3.2 Discounts and special offers are ... techniques used in marketing.
 - 1.3.3 ... is the measure of output of goods and services in relation to the input of resources.
 - 1.3.4 ... is the process by which new employees are introduced to their new working environment.
 - 1.3.5 The ... refers to an unofficial communication system in a business in which information is based mostly on hearsay and rumours. (5 × 2) (10)
- [50]**

QUESTION 2

- 2.1 Choose a description from COLUMN B that matches the type of costs in COLUMN A. Write only the letters (A–E) next to the question numbers from (2.1.1–2.1.5) in the ANSWER BOOK.

COLUMN A:		COLUMN B:	
2.1.1	Fixed costs	A	costs that vary, depending on production levels
2.1.2	Direct labour costs	B	costs to manage the business as a whole
2.1.3	Variable costs	C	costs of menu planning and stock purchases
2.1.4	Overhead costs	D	salaries and wages of staff
2.1.5	Food service costs	E	costs that remain the same, irrespective of production levels

(5 × 2) (10)

- 2.2 Answer the following questions with reference to the practical situation of the All Seasons guesthouse:

2.2.1 Briefly describe FOUR advantages of effective communication between staff and management at the guesthouse. (4 × 2)

2.2.2 Write down the FOUR basic steps the manager can follow to deal with a conflict situation between two staff members. (4 × 2)

(2 × 8) (16)

- 2.3 Briefly describe FIVE job duties that the general manager needs to perform at the All Seasons guesthouse. (5)

- 2.4 Motivate why the general manager needs to have the following skills in order to be an effective manager:

2.4.1 Conceptual skills

2.4.2 Human skills

2.4.3 Technical skills

(3 × 2) (6)

- 2.5 Identify and write down only the correct THREE criteria that belong in a job specification of the five criteria provided below:
- Job title
 - Knowledge and skills
 - Training and experience
 - Summary of tasks and duties
 - Communication skills
- (3)
- 2.6 Describe FIVE functions of work-study at the workplace. (10)
- [50]**

QUESTION 3

- 3.1 Describe SIX principles of motion economy that the kitchen staff should use to improve productivity. (12)
- 3.2 Briefly describe the FOUR steps of the work measurement process. (8)
- 3.3 Describe FIVE specific objectives of personnel evaluation at the guesthouse. (10)
- 3.4 Briefly explain the following personnel evaluation shortcomings:
- 3.4.1 Halo effect
 - 3.4.2 Subjectivity or prejudice
 - 3.4.3 Strictness or leniency fault
 - 3.4.4 Central tendency fault
 - 3.4.5 Generalisation
- (5 × 2) (10)
- 3.5 Answer the following questions that relate to a work-study:
- 3.5.1 Define the concept of *work-study*. (4)
 - 3.5.2 Name TWO work-study techniques. (2)
 - 3.5.3 List any FOUR areas where work-study can be applied in the workplace. (4)
- [50]**

QUESTION 4

NOTE: Refer to the situation in QUESTION 1 when answering QUESTIONS 4.1 and 4.2.

4.1	Write down the 4 Ps of the marketing mix, giving suitable examples of each that are applicable to the guesthouse.	(4 + 4)	(8)
4.2	Write down the 6M resources, giving suitable examples of each in the microenvironment of the guesthouse.	(6 + 6)	(12)
4.3	Explain what is meant by a systems approach in a business.		(4)
4.4	Briefly describe the difference between a meal plan and a meal pattern.(2 × 2)		(4)
4.5	Briefly describe FIVE benefits of using a standardised recipe or a recipe formula.	(5 × 2)	(10)
4.6	Briefly describe THREE factors or measures that can help to keep food costs under control at the restaurant.	(3 × 2)	(6)
4.7	List any SIX cost control records that the kitchen supervisor can use to monitor costs relating to the kitchen activities and staff.		(6)
			[50]
		TOTAL:	200