higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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JUNE EXAMINATION

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

18 June 2014 (Y-Paper)
13:00–16:00

This question paper consists of 10 pages.

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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. Carefully consider the mark allocation of each question and answer accordingly.
5. Tidiness, style and layout of answers are important.
6. Start each question on a NEW page.
7. Write neatly and legibly.

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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.

rules; planning; departmentation; guidance; innovation; resources; organisation; coordination; control; staffing

1.1.1 An independent unit which operates according to the economic principle.

1.1.2 To direct subordinates properly in carrying out their tasks.

1.1.3 By bringing about change and implementing new ideas.

1.1.4 Deciding in advance what to do and how to do it.

1.1.5 Integrating objectives and tasks in the organisation to make it possible for an organisation to function as a unit.

1.1.6 To compare the actual performance with plans and standards and to bring about corrections when deviations occur.

1.1.7 The appointing, training and the creation of a pleasant and suitable work environment for the employees of an organisation.

1.1.8 The establishment of departments in an organisation.

1.1.9 Specific prescriptions of what the managers and employers may and may not do.

1.1.10 The means available to management to achieve their goals.

(10 × 2) (20)

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1.2 Choose a/an item/word from COLUMN B that matches a/an word/item 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	The internal driving force which guides you to act and to behave in a certain way	A franchise B reception
1.2.2	Panarottis and Spur are examples of these type of restaurants	C grapevine D motivation
1.2.3	The sending of a message to a receiver	E planning
1.2.4	The welcoming of guests and ensuring that all services of the organisation are effectively sold	F communication G stock
1.2.5	The management function on which the top level management of a hotel spends most of their time	H budget I subordinate
1.2.6	The ingredients available in a hotel kitchen to use when preparing meals	J product
1.2.7	An employee who has a less important ranking in an organisation than someone else	
1.2.8	The dairy department of Shoprite is organised according to the departmentation of …	
1.2.9	It is a statement of planned expenditure in terms of money, time, personnel and equipment	
1.2.10	According to this method, rumours are spread in an organisation	

(10 × 2) (20)

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1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

1.3.1 Span of control refers to the number of subordinates who can be effectively managed by one person.

1.3.2 A reason for team work is that the workers can share information and can learn from one another.

1.3.3 A company's rules provide the guidelines for the setting of its objectives.

1.3.4 It is compulsory for all hospitality establishments to belong to FEDHASA.

1.3.5 Financial remuneration is the only successful motivation that can be used in a company.

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

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SECTION B

QUESTION 2

After a few years in the hospitality industry, you have been appointed as general manager of Felicitas Guest Lodge in Limpopo.

2.1 Draw a table with 4 columns in the ANSWER BOOK and compare the following types of commercial hospitality operations:

2.1.1 Hotels	2.1.2 Motels	2.1.3 Guesthouses	2.1.4 Bed and Breakfast

(4 × 2) (8)

2.2 Provide a brief description of the following contract services found in the hospitality industry.

2.2.1 Caterers

2.2.2 Housekeeping and cleaning services

(2 × 2) (4)

2.3 You know that planning, as a management function, is of utmost importance in the hospitality industry.

Provide FIVE reasons why planning is essential for Felicitas Guest Lodge to be successful. (5 × 2) (10)

2.4 Briefly define the following types of planning and give an example of each type of planning for Felicitas Guest Lodge.

2.4.1 Strategic planning

2.4.2 Operational planning

(2 × 4) (8)
[30]

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QUESTION 3

3.1 As manager of Felicitas Guest Lodge, you have to do proper planning for the effective functioning of the lodge. There are however certain obstacles which can hamper your planning.

Name FIVE barriers which can hinder you when doing planning. (5 × 2) (10)

3.2 It is said that a successful manager must anticipate change and plan for it, rather than wait for change to happen unexpectedly.

3.2.1 What is this type of planning called? (1)

3.2.2 Why is this type of planning so important in the hospitality industry? (3)

3.3 An organisation structure is a framework where authority is indicated in an organisation. The most well-known and simplest form of an organisation structure is called a line organisation structure.

3.3.1 A line organisation structure is based on FOUR principles.

Name the FOUR principles. (4)

3.3.2 Discuss the advantages of a line organisation structure. (4)

3.3.3 Name TWO other types of organisation structures which can be found in an organisation. (2)

3.4 Choose a description from COLUMN B that matches a/an word/item in COLUMN A. Write only the letter (A–C) next to the question number (3.4.1–3.4.3) in the ANSWER BOOK.

COLUMN A		COLUMN B
3.4.1	The obligation to carry out an order to the benefit of the whole organisation	A responsibility
3.4.2	The rights and powers inherent in a position	B accountability
3.4.3	The obligation of exercising responsibility, to give authority and to report for it	C authority

(3 × 2) (6)

[30]

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QUESTION 4

4.1 Compare delegation and decentralisation and give an example of each as it can take place at the lodge. (2 × 2) (4)

4.2 To be able to lead the staff of Felicitas Guest Lodge successfully, you have to be aware of the different facets of leadership.

Give a description of each of the following facets/aspects of leadership.

4.2.1 Directing

4.2.2 Decision-making

4.2.3 Communication

4.2.4 Motivation

4.2.5 Personnel development

(5 × 2) (10)

4.3 Felicitas, the name of the lodge, means 'happiness'.

How can you as manager make sure that your employees are happy working at the lodge? (4)

4.4 Communication is essential for the smooth running of any organisation. Without effective communication, confusion and chaos will occur and no one will know what to do. It is therefore essential that a manager understands what the causes for ineffective communication might be.

Briefly describe FIVE barriers which can interrupt communication. (5 × 2) (10)

4.5 The psychologist, Abraham Maslow, has formulated a well-known motivation theory that is widely applied in most organisations.

Briefly explain his motivation theory. (2)
[30]

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QUESTION 5

5.1 You find it very difficult to coordinate the various objectives and tasks of all departments, which will result in the lodge functioning as a unit. Therefore you have to make an effort to research the management function coordination.

5.1.1 List FIVE factors which can inhibit coordination in an organisation. (5 × 2) (10)

5.1.2 Coordination generally takes place on three levels in an organisation.

Name the THREE levels on which coordination should take place at the lodge. (3 × 2) (6)

5.2 Departmentation is the process of grouping the same activities or labour into suitable sections in a business.

List FOUR possible departments which you can find at the guest lodge. (4)

5.3 Choose a description from COLUMN B that matches a/an word/item in COLUMN A. Write only the letter (A–C) next to the question number (5.3.1–5.3.3) in the ANSWER BOOK.

COLUMN A		COLUMN B
5.3.1	The ability to see individual matters in their relationship to the whole	A technical skill
5.3.2	The ability to use utensils or equipment with competence and skill	B human skill
5.3.3	The ability to work with people	C conceptual Skill

(3 × 2) (6)

5.4 You have once studied the concept of 'management by exception' and decided to use this management style at the guest lodge.

Discuss this management style and give ONE reason why you think this is the appropriate style to use at the lodge. (3 + 1) (4)

[30]

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QUESTION 6

6.1 Control is essential to ensure that the initial plans are met and achieved. The control process consists of four steps.

Depict the FOUR steps of the control process graphically. (4 × 2) (8)

6.2 6.2.1 Name FOUR advantages of budget control. (4 × 2) (8)

6.2.2 Give TWO disadvantages of budget control. (2 × 2) (4)

6.2.3 Name the steps in formulating a budget. (6)

6.3 Give FOUR reasons why stock control is such an important control function. (4)
[30]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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