higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

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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. Start each section on a new page.
5. Use only a black or blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1.1–1.1.5) in the ANSWER BOOK. Correct the statement if it is FALSE.

1.1.1 Coordination is the function of leading people.

1.1.2 Lateral coordination is the sharing of information between departments on the same organisational level.

1.1.3 Vertical coordination is the sharing of information between departments on different levels.

1.1.4 Morale is the state of a person with respect to his/her courage.

1.1.5 The front office is responsible for the coordination of the daily inhouse guest list.

(5 × 2) (10)

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

COLUMN A		COLUMN B	
1.2.1	Starts a conversation	A	Barrier
1.2.2	The sender converts the message so that it is understandable	B	Sender
1.2.3	CEO writes a message	C	Feedback
1.2.4	Email	D	Encoding
1.2.5	The targeted audience	E	Language barrier
1.2.6	Interpret the message to understand it	F	Decoding
1.2.7	Response	G	Receiver
1.2.8	Noise	H	Message
1.2.9	Stereotypical assumptions	I	Channel
1.2.10	Wrong word choice	J	Emotional barrier
		K	Cultural barrier

(10 × 2) (20)

1.3 Define the following terms:

1.3.1 Recruitment

1.3.2 Selection

1.3.3 Subordinate

1.3.4 Delegation

1.3.5 Span of control

(5 × 2) (10)

1.4 Answer the following questions on a luxury cruise liner:

1.4.1 What types of accommodation does a luxury cruise liner generally offer?

1.4.2 What type of physical activities will you be able to participate in during a voyage?

1.4.3 What types of items should you be able to buy on a luxury cruise liner?

1.4.4 What types of night-time entertainment can you expect on a luxury cruise liner?

1.4.5 What are the roles of the maître d' and sommelier in the dining room?

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

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SECTION B

QUESTION 2

2.1 Explain the following THREE actions when delegating:

2.1.1 Authority (3)

2.1.2 Accountability (2)

2.1.3 Responsibility (3)

2.2 Read the following scenario and answer the questions.

Scenario:
The Driftwood Hotel is a large coastal holiday resort that caters for local and international holidaymakers. The hotel offers relaxing holiday experiences such as swimming, water sports, and hiking. It also caters for functions such as weddings, conferences and parties. The hotel uses an external call centre for enquiries and bookings.

Penny-wise is a low-budget motel situated on a busy highway between two major cities. The motel offers accommodation and 24-hour restaurant facilities. The motel uses contracted service providers for all their housekeeping requirements.

Perfect Eatery is a popular sit-down and takeaway restaurant in the heart of a city. Due to their popularity, they have decided to extend their services with a mobile food truck and a bustaurant.

Glory Sibanda is a pensioner living in a state-funded old-age home called *Golden Years. Golden Years* uses contract caterers to prepare and serve meals in their kitchen and dining room. Due to tight budget limitations, the management of *Golden Years* is always on the lookout for non-profit organisations that can assist them in maintaining their buildings and caring for their occupants.

2.2.1 Which of the hospitality establishments are residential establishments? Substantiate your answer. (4)

2.2.2 Which of the hospitality establishments are non-residential establishments? (1)

2.2.3 Which of the hospitality establishments are commercial establishments? (4)

2.2.4 Which of the hospitality establishments are non-commercial establishments? Substantiate your answer. (2)

2.2.5 Which of the hospitality establishments do you think offer baby-sitting and child minding? Substantiate your answer. (4)

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2.2.6 Which services can *Perfect Eatery* deliver through their food truck and bustaurant and where can these services be delivered? (5)

2.2.7 Write down the business resources (6Ms) of Driftwood Holiday Hotel. (6 + 6) (12)

2.3 Discuss how coordination takes place on the following management levels:

2.3.1 Top-level management (2)

2.3.2 Middle-level management (4)

2.3.3 Worker level (2)

2.4 Why can *programmed decisions* be made quickly, consistently and cheaply? (2)
[50]

QUESTION 3

3.1 Explain FIVE factors which influence coordination. (5)

3.2 List SEVEN techniques that can be used to improve coordination. (7)

3.3 Name and describe SEVEN principles of planning. (14)

3.4 Briefly describe the characteristics of strategic planning. (4)

3.5 Draw the organisational structure based on geographical area for a hotel chain with the following key personnel:

General manager, manager, regional managers in the following provinces: Western Cape, Eastern Cape and Gauteng. Area managers in the following areas: Johannesburg, Stellenbosch, Gqeberha, Pretoria and Cape Town. (10)

3.6 Discuss the reasons for organising. (5 × 2) (10)
[50]

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QUESTION 4

4.1 Briefly describe the nature and purpose of organising. (2)

4.2 Briefly describe the steps in budget formulation. (5 × 2) (10)

4.3 Read the following scenario and answer the questions.

Scenario:

> Six months ago, you were appointed as junior manager in a medium-sized country hotel. During your first few months at the hotel, you noticed a lack of effective inventory control throughout the hotel, e.g., fresh food produce was not received and stored efficiently in the kitchen and some dry goods exceeded its 'best before' date; housekeeping storerooms were unorganised with damaged items lying around; maintenance and equipment stores were packed haphazardly, without proper labelling and categorisation. All you could find in terms of inventory control and asset management systems were basic spreadsheets listing some inventory items. You could not find the hotel's policy on receiving and issuing stock items.

You discuss your concerns with your senior manager, who then advises you to write up a proposal to top management on how to improve stock control in the hotel.

As introduction to the proposal:

4.3.1 Explain why effective and efficient inventory control is essential for the hotel. (2)

4.3.2 State your observations clearly. (3)

4.3.3 Explain the possible consequences of the current situation. (3)

In the body of the proposal, explain:

4.3.4 The benefits of introducing inventory control MIS in the hotel (6)

4.3.5 The different types and examples of MIS available (6)

4.3.6 How the hotel can investigate suitable types and systems (3)

4.3.7 Conclude your proposal by recommending the steps that should be taken to approve and implement the proposal. (5)

4.4 List TWO advantages of management by exception (MBE). (2)

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4.5 Briefly explain the following leadership styles:

4.5.1 Laissez-faire (free rein)

4.5.2 Autocratic (authoritarian)

4.5.3 Democratic (participative)

4.5.4 Transactional

(4 × 2) (8)
[50]

TOTAL SECTION B: 150
TOTAL: 200

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