higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N20**(E)**(N23)H

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. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Explain the following terms and give an appropriate example where possible:

1.1.1 Reward authority (2)

1.1.2 Coercive authority (2)

1.1.3 Expert authority (2)

1.1.4 Legal authority (2)

1.1.5 Standing plans (1)

1.1.6 Single plan (1)

1.1.7 Rules (1)

1.2 Distinguish between the following control techniques or measures of control.

1.2.1 Observation

1.2.2 Audit and revision

1.2.3 Standing rules, orders and procedures

1.2.4 Oral communication

1.2.5 Disciplinary steps

(5 × 2) (10)

1.3 Identify the departments/sections that are responsible for the following tasks in a hotel:

1.3.1 Production of quality meals

1.3.2 Rendering excellent service and creating a relaxing atmosphere for clients

1.3.3 Sell accommodation and offer friendly service

1.3.4 Clean rooms and public areas

(4 × 1) (4)

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1.4 Choose the step in strategic planning from COLUMN B that matches the description in COLUMN A. Write only the letter (A–H) next to the question number (1.4.1–1.4.7) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.4.1	It is the starting point of all other planning processes and centre around the reason for the existence of the organisation	A	revision of organisational goals
		B	the plan should be measured and controlled
1.4.2	Determine the present strong and weak points and also if the set goals are realistic in relation to the present resources and values	C	strategic decisions
		D	evaluate the organisation
		E	the implementation of strategic plan
1.4.3	Determine the positive or negative influences that can have an impact on the organisation	F	scanning of the external environment
		G	the formulation of goals
1.4.4	Should be done after determining the strong and weak points and completing a situation analysis	H	functional planning
1.4.5	Strategic decisions should be made if it is necessary to revise the goals and there are new alternatives to choose from		
1.4.6	Takes place after the strategy has been determined		
1.4.7	Determine if the correct strategy has been chosen and if the enterprise is achieving its goals		

(7 × 1) (7)

1.5 Give ONE word/term for the following descriptions. Write only the word/term next to the question number (1.5.1–1.5.5) in the ANSWER BOOK.

1.5.1 Establishes the relation between staff members of the organisation.

1.5.2 Serve as guidelines to solve routine problems. It is an effective instrument to coordinate and control routine actions.

1.5.3 Clear objectives are important motivators and encourage teamwork.

1.5.4 Takes place vertically between the different management levels.

1.5.5 Committees and task groups are appointed to handle problems.

(5 × 1) (5)

1.6 Choose a description from COLUMN B that matches the advantages or disadvantages of staff organisation in COLUMN A. Write only the letter (A–I) next to the question number (1.6.1–1.6.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.6.1	Two advantages of line organisation	A	promotes fast decision making
1.6.2	Two disadvantages of line and staff organisation	B	good freelance advisers are sometimes not so easy to find and can be quite costly
1.6.3	An advantage of functional organisation	C	expert knowledge and advice is available when needed
1.6.4	An advantage of line and staff organisation	D	effective delivery of all services can be improved
1.6.5	Two disadvantages of functional organisation	E	advisers can become frustrated because they do not have enforceable authority
		F	unity of command is compromised
		G	the authority structure can become too complicated
		H	the system is very simple
		I	span of attention is compromised

(8 × 1) (8)

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1.7 Explain the following terms:

1.7.1 Staffing

1.7.2 Technical skills

1.7.3 Interpersonal skills

1.7.4 Conceptual skills

1.7.5 Organisation

(5 × 1) (5)
[50]

TOTAL SECTION A: 50

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SECTION B

QUESTION 2

2.1 Fast food and accommodation outlets are popular and enjoyed by the working class and those who are in love with travelling. These people enjoy a relaxing atmosphere and outdoor activities, especially if all the facilities are in the resort.

2.1.1 What is a fast food outlet? (1)

2.1.2 Give FIVE examples of fast food or take away outlets. (5)

2.1.3 Explain how a resort that offers accommodation and other hospitality services can generate income or profit (6)

2.1.4 Identify FOUR job opportunities that are found in accommodation and fast food outlets. (4)

2.2 Explain the requirements for effective coordination. (5 × 2) (10)

2.3 Identify the factors that influence coordination. (5)

2.4 Evaluating alternative solutions is one of the steps in the decision making process.

Explain the rules to follow when alternative solutions are evaluated. (4 × 2) (8)

2.5 Outline FIVE advantages of good listening skills. (5)

2.6 Identify THREE activities in food service units in which departmentation usually focus on. (3 × 2) (6)

[50]

QUESTION 3

3.1 Discuss the actions involved in the planning process of management. (6)

3.2 Explain the responsibilities of a food service manager to ensure the success of a food service unit. (6)

3.3 Give THREE examples of innovative ideas that a food service manager can use in a food service unit to improve food service standards. (3)

3.4 Identify FIVE long term or corporative objectives of an organisation. (5)

3.5 The first step in the control process is to set standards. To set realistic standards, managers should pay attention to certain relevant key achievement standards.

Name these standards. (5)

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3.6 Identify the requirements that performance measurements should fulfill when measuring actual performance. (3)

3.7 Identify FIVE precautionary measures that one should follow when attempting to gain worker's cooperation to achieve organisational objectives. (5 × 2) (10)

3.8 Give FOUR advantages of budget control. (4)

3.9 Management should take human, financial, physical and information resources into account when striving to achieve objectives, especially those aimed to improve profits.

Discuss how a manager can focus on those FOUR key performance areas of control in an organisation. (4 × 2) (8)
[50]

QUESTION 4

4.1 Identify FIVE barriers that could hinder effective planning. (5)

4.2 Discuss FIVE characteristics of strategic and corporate planning. (5 × 2) (10)

4.3 Discuss the principles to follow when planning. (5 × 2) (10)

4.4 Explain the principles to follow to ensure effective communication in an organisation. (4)

4.5 Explain the characteristics that an ideal leader must have. (5)

4.6 Give THREE reasons why delegation is important in an organisation. (3)

4.7 Explain the principles of delegation. (5)

4.8 Explain the TWO pre-requisites for the successful application of the division of labour. (2 × 2) (4)

4.9 Differentiate between *commercial* and *non-commercial* sectors. (2 × 2) (4)
[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

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