higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

26 November 2019 (X-Paper)
09:00–12:00

This question paper consists of 7 pages.

Copyright reserved

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. Write neatly and legibly.

Copyright reserved

SECTION A

QUESTION 1

1.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.5) in the ANSWER BOOK.

1.1.1 This type of service involves receiving and welcoming clients, ensuring that they are booked into their rooms correctly:

A Food
B Reception
C Accommodation
D Drinks

1.1.2 Capital, buildings, equipment, computers and employees are examples of … that management can use to achieve their goals.

A structures
B objectives
C policy
D resources

1.1.3 Hotels and guest houses are examples of …

A non-commercial establishments.
B commercial establishments.
C government institutions.
D industrial establishments.

1.1.4 As a manager of a department, you must:

A Promote enthusiasm and teamwork.
B Only do one thing at a time.
C Delegate all activities.
D Only use an autocratic management style.

1.1.5 … is the starting point of the management process.

A Coordinating
B Organising
C Decision-making
D Planning

(5 × 2) (10)

1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–F) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.2.1	Indicates the planned investments in property and equipment	A team building
1.2.2	The transfer of a message, verbally or non-verbally	B leadership
1.2.3	Process of planned and conscious encouragement to establish an effective work practice among group members	C interpersonal skills
1.2.4	Process whereby the message is translated into meaningful information	D communication
1.2.5	Being able to work with other people	E budget
		F encoding

(5 × 2) (10)

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 According to Herzberg's two-factor theory, hygiene factors prevent dissatisfaction.

1.3.2 Authority is rights and powers connected to a post.

1.3.3 Policy documents define the limits within which decisions can be made.

1.3.4 Job depth is the extent to which a worker is allowed to plan and organise his/her work.

1.3.5 Planning is done in isolation by top management only.

(5 × 2) (10)

1.4 Give ONE term for each of the following descriptions. Write only the term next to the question number (1.4.1–1.4.10) in the ANSWER BOOK.

1.4.1 To ensure that stock is replenished before the minimum level is reached.

1.4.2 When the manager plans the daily activities of the enterprise.

1.4.3 This is necessary to ensure that effective communication takes place.

1.4.4 When more tasks are added to an existing job.

1.4.5 Any kind of food that can be quickly prepared and can be eaten immediately.

1.4.6 When a message is translated into meaningful information.

1.4.7 According to Maslow's hierarchy of needs, this is the highest level of need fulfilment/satisfaction that one aspires to.

1.4.8 All employees performing similar tasks are grouped together.

1.4.9 When a person in a specific department obtains authority over a person in another department.

1.4.10 This type of enterprise has 2 to 20 people who contribute to the organisation.

(10 × 2) (20)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

2.1 Communication is important in an organisation for it to be effective.

2.1.1 State the requirements for effective communication.

2.1.2 Give the guidelines that should be implemented in order to improve listening skills.

(2 × 5) (10)

2.2 Explain TWO ways in which an organisation can communicate externally. (2)

2.3 Describe the steps in the decision-making process. (8)

2.4 Explain FIVE advantages of planning. (5)

2.5 Discuss the barriers or problems in planning. (5 × 2) (10)

2.6 For planning to be successful, certain requirements should be considered.

Explain these requirements for successful planning. (5 × 2) (10)

2.7 Give FIVE examples of operational goals or objectives suitable for any hospitality establishment. (5)

[50]

QUESTION 3

The following staff report directly to George Leon, General Manager of Len's Hotel, namely the Head Chef, the front-office manager and the Head Housekeeper. Supervisors report to the Head Chef and the Head Housekeeper. Workers report to these supervisors. Staff members report directly to the front-office manager.

3.1 Identify the organisational structure represented in the above-mentioned information. (1)

3.2 Outline the principles that underpin the structure mentioned in QUESTION 3.1 above. (4)

3.3 State the advantages of the organisational structure mentioned in QUESTION 3.1. (5)

3.4 Is the span of control in the above organisational structure a tall (narrow) or flat (wide) span of control? Substantiate your answer. (1 + 2) (3)

Copyright reserved

3.5 Identify THREE different needs, as proposed by McClelland. (3)

3.6 Discuss the advantages of centralisation. (5)

3.7 Discuss the steps in the control process. (4 × 2) (8)

3.8 Discuss the problems regarding control in an organisation. (5 × 2) (10)

3.9 It is important to minimise unauthorised access in storerooms in order to minimise the theft of stock.

Suggest ways in which theft can be minimised. (5)

3.10 Suggest ways to control time robbers in an organisation. (2)

3.11 Discuss the difference between *job depth* and *job scope* as dimensions of the horizontal division of work. (2 × 2) (4)

[50]

QUESTION 4

4.1 Discuss things that a unit manager may have to deal with in food service control activities checklists regarding operating systems. (5)

4.2 Discuss the activities that departmentation in food service units are usually focused on. (5)

4.3 Design a list of at least FIVE rules and regulations applicable to the hospitality industry. (5)

4.4 Distinguish between a *fast-food restaurant* and a *full-service restaurant*. (2 × 3) (6)

4.5 Describe how the following establishments operate:

4.5.1 Guesthouse

4.5.2 Hotel

(2 × 5) (10)

4.6 List FOUR examples of jobs in the hospitality industry. (4)

4.7 Describe the activities included in the organisational process. (5)

4.8 Discuss the barriers to effective communication. (5 × 2) (10)

[50]

TOTAL SECTION B: 150
GRAND TOTAL: 200

Copyright reserved