

201 306H 003



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N20(E)(J6)H
JUNE EXAMINATION**

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

**6 June 2013 (Y-Paper)
13:00–16:00**

This question paper consists of 9 pages and an addendum.

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.
-

SECTION A**QUESTION 1**

- 1.1 This is a cross-word puzzle. Complete this question on the attached ADDENDUM A. Detach the addendum from the question paper and insert it in the ANSWER BOOK.
- 1.1.1 The main aim of a ... is to sell food and drink.
(1 ACROSS)
- 1.1.2 The pension benefits offered by an organisation focus on the ... needs of a worker. **(2 DOWN)**
- 1.1.3 The ... organisation structure refers to the personal contact, interaction and grouping of people within a formal organisation.
(3 ACROSS)
- 1.1.4 A ... is a financial statement of planned expenditure in terms of money, time, personnel and equipment. **(4 DOWN)**
- 1.1.5 This defines the limits within which decision-making can be done.
(5 ACROSS)
- 1.1.6 A ... influences his subordinates to achieve goals.
(6 DOWN)
- 1.1.7 When a message is converted into meaningful information by the receiver. **(7 DOWN)**
- 1.1.8 Pubs and ... provide sport, social and entertainment facilities to its members. **(8 ACROSS)**
- 1.1.9 A ... provides direction and determines action for the future.
(9 DOWN)
- 1.1.10 Job ... refers to the scope within which the worker is allowed to plan and perform the job at his own pace. **(10 ACROSS)**
- (10 × 2) (20)
- 1.2 Give ONE suitable practical example, as you would find in a small hotel, for each of the following management concepts:
- 1.2.1 Resource
- 1.2.2 Objective/Goal
- 1.2.3 Innovation
- 1.2.4 Control
- 1.2.5 Internal communication instrument
- (5 × 2) (10)

1.3 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 (1.3.1–1.3.10) in the ANSWER BOOK.

1.3.1 Catering on a luxury cruiseliner is known as ... catering.

- A welfare
- B contract
- C residential
- D maritime

1.3.2 An example of external communication is ...

- A the grapevine.
- B advertising.
- C induction program.
- D training manual.

1.3.3 The final step in the control process is ...

- A to compare the actual performance with the set standards.
- B taking corrective action.
- C setting standards.
- D measuring the actual performance.

1.3.4 This type of budget follows from the sales budget because it has to give an indication of the quantity that should be produced:

- A Sales budget
- B Purchases budget
- C Staff budget
- D Production budget

1.3.5 This motivation theory consists of motivating factors and hygiene factors:

- A The 'Expectancy' Theory of Vroom
- B Maslow's theory of needs
- C The 'Equity' Theory of Adams
- D Herzberg's 'Two-factor' Theory of motivation

1.3.6 The FOUR main areas of services rendered in the hospitality industry are as follows:

- A Food, drink, accommodation and reception
- B Housekeeping, food, sport and recreation
- C Food, drink, recreation and pubs
- D Maintenance, food, drink and transport

1.3.7 Which ONE of the following food items is not considered as a fast food item:

- A Pies
- B Hamburgers
- C Lamb shanks
- D Toasted sandwiches

1.3.8 To have knowledge of and to use knives, ice cream churners, ovens and grillers in a kitchen is known as ...

- A interpersonal skills.
- B innovation.
- C presentation.
- D technical skills.

1.3.9 Fixed policies and procedures are known as ... plans.

- A standing
- B fixed
- C single
- D internal

1.3.10 Examples of low worker morale in a company:

- A No participation in team-building
- B Unwillingness to do extra work
- C Slow and passive workers
- D Unwillingness to assist clients at any time

(10 × 2) (20)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

You have been contracted by a well-known chain-group of restaurants to improve their existing menus. They have recognised that many families with children are frequenting their restaurants and they want to add a special menu and section for the children.

- 2.1 Briefly explain what a *restaurant* is. (3)
- 2.2 In order for an organisation to be successful, proper strategic planning has to be conducted. List FIVE characteristics of strategic planning. (5)
- 2.3 Would you be involved in strategic, functional or operational planning when planning to change the menus? Substantiate your answer. (2 + 2) (4)

- 2.4 There might be problems and barriers which occur during planning. State SIX barriers which can occur during planning. (6 × 2) (12)
- 2.5 As an advisor, you slot into the company's organisation structure as a staff functionary. This means that you are purely employed to give advice and expert knowledge to this organisation. This can lead to frustration on your part as you can only give advice and nothing more. Luckily there are some advantages to a line and staff organisation structure.
- State THREE advantages of a line and staff organisation structure. (3 × 2) (6)
- 2.6 Name and discuss the THREE elements of delegation. (3 × 3) (9)
- 2.7 In this company, departmentation takes place according to geographical areas. This means that there are restaurants from the same chain-group in various towns, cities and provinces throughout South Africa.
- Name TWO other types of departmentation which can occur in a company. (2 × 2) (4)
- 2.8 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (2.8.1–2.8.3) in the ANSWER BOOK.
- (2.8.1) ... refers to the number of subordinates who can effectively be managed by one person. If a manager has many subordinates whom he has to manage directly, it is known as (2.8.2) ..., but if a manager has only a few subordinates under him/her and each subordinate has a few workers under him/her, this is known as (2.8.3) (3)
- 2.9 Not everyone can be a good leader. State FOUR characteristics that an ideal leader should have. (4)
- [50]

QUESTION 3

- 3.1 There are four facets/aspects involved in leadership in order to achieve your company's objectives. The first two facets are directing and decision-making. Name the other TWO facets of leadership. (2)
- 3.2 Differentiate between *programmed decisions* and *non-programmed decisions* which take place in a company. (2 × 2) (4)
- 3.3 In any organisation managers are grouped into different levels. On each level, different functions are performed, especially with regard to planning.
- Indicate the THREE different levels of management and explain what type of planning each level is responsible for. (3 × 3) (9)

- 3.4 You have done all the necessary research and planning in order to come up with a suitable children's menu. Now you have to present your new menu to the general managers and the various restaurant managers in order for them to take a final decision. During this presentation the communication process takes place.

Describe this communication process by referring to the EIGHT elements of communication.

(8)

- 3.5 Complete the following sentences by choosing an element of co-ordination as listed below. Write only the word(s) next to the question number (3.5.1–3.5.3) in the ANSWER BOOK.

synchronising; integration; harmonising

3.5.1 ... is the smooth functioning of the activities of a restaurant with the help of activation and co-operation.

3.5.2 ... is the organising of activities to correspond with the objectives of the organisation.

3.5.3 ... is the incorporation of the different functions with the whole of the organisation, for example personnel, marketing and food and beverage.

(3 × 2)

(6)

- 3.6 Co-ordination is of utmost importance in any restaurant or hospitality establishment. If workers in different departments don't want to work together, the customer will suffer and receive poor service or products.

List SEVEN factors which can hinder and prevent co-ordination from taking place in an organisation.

(7 × 2)

(14)

- 3.7 It is often said that managers need to have conceptual skills. Explain briefly what is meant by this statement.

(2)

- 3.8 In a restaurant the leader (the manager) must adhere to the core aspects of leadership such as setting clear objectives and instructions. There are certain guidelines for giving instructions. List FIVE guidelines on giving instructions.

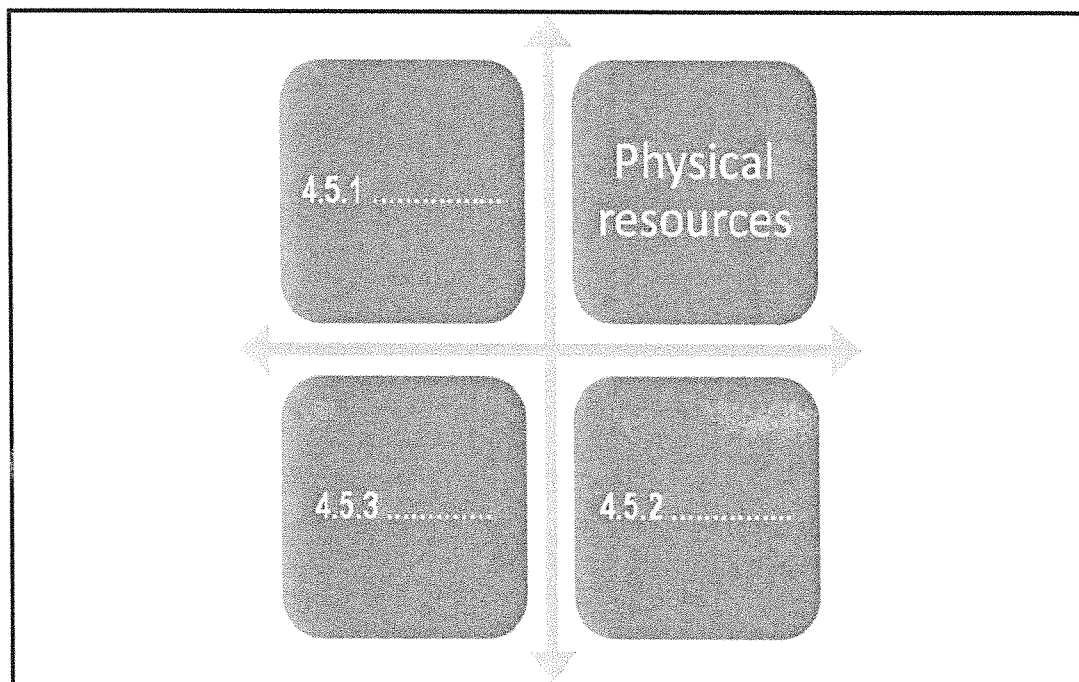
(5)

[50]

QUESTION 4

- 4.1 You have also suggested that these restaurants run certain promotions on specific days, for example on Tuesdays there can be a promotion on steaks such as pay half price for a second steak. This can only be successful if there is co-ordination in the restaurant.
- Who in the restaurant must be informed and be aware of such a promotion? (3)
- 4.2 You have made the dishes that you are suggesting to go on the new menus and you took pictures to show the managers. Why is it so extremely important to focus on the presentation of food? (3)
- 4.3 The prevention of theft has and will always play a huge role in any hospitality establishment.
- 4.3.1 Briefly explain the necessity for stock control. (3 × 2) (6)
- 4.3.2 List FOUR methods that you can use to exercise theft control over stock after it has been delivered to the restaurant. (4)
- 4.4 Explain each of the following methods of control:
- 4.4.1 Observation
- 4.4.2 Disciplinary steps
- 4.4.3 Standing limits
- 4.4.4 Audit (4 × 2) (8)

- 4.5 There are four key areas of control. Complete the following chart. Write only the answer next to the question number (4.5.1–4.5.3) in the ANSWER BOOK.



(3 × 2)

(6)

- 4.6 A budget forms an integral part of the success of any establishment.

4.6.1 Briefly give a definition for the term *budget*. (4)

4.6.2 State FOUR advantages of budget control. (4)

4.6.3 Unfortunately there are also disadvantages to budget control. State FOUR disadvantages of using a budget. (4)

- 4.7 If top management gives a great deal of authority and power to lower levels in an establishment, it is known as decentralisation. This usually happens when an organisation grows.

State FOUR advantages of decentralisation.

(4 × 2)

(8)

[50]

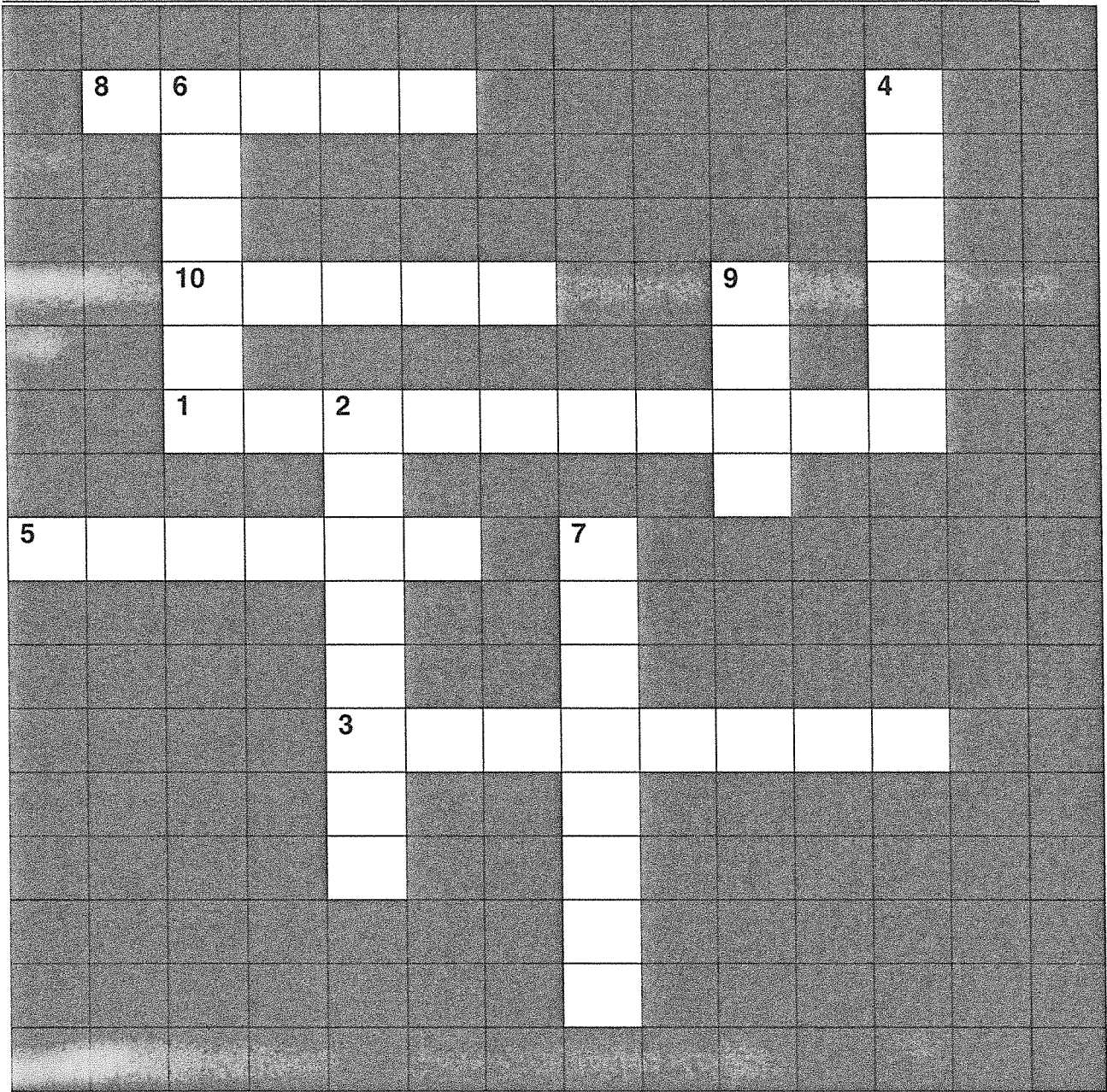
TOTAL SECTION B: 150
GRAND TOTAL: 200

ADDENDUM A

EXAMINATION NUMBER:

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

QUESTION 1.1



(10 × 2) (20)