



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

N20(E)(J6)H

**NATIONAL CERTIFICATE**

**APPLIED MANAGEMENT N4**

(4090594)

**6 June 2019 (X-Paper)**  
**09:00–12:00**

**This question paper consists of 8 pages.**

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
APPLIED MANAGEMENT N4  
TIME: 3 HOURS  
MARKS: 200

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**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.
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**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 A common method to group labour into suitable sections:

- A Organisation
- B Delegation
- C Coordination
- D Departmentation

1.1.2 Operational plans in a food service unit are about ...

- A strategic planning.
- B creating strategic partnerships.
- C corporate planning.
- D production planning.

1.1.3 Issuing work assignments from the top to the lower levels in an organisational structure is ...



- A motivating.
- B leading.
- C organising.
- D directing.

1.1.4 ... is/are specific prescriptions of what managers and employees may and may not do.

- A Procedures
- B A policy
- C Processes
- D Rules

1.1.5 ... is necessary to ensure that effective communication takes place.

- A Encoding
- B Channelling 🌞
- C Feedback
- D Decoding

(5 × 2) (10)

- 1.2 Choose a/an item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–G) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK. 🌞

| COLUMN A |                                                          | COLUMN B |              |
|----------|----------------------------------------------------------|----------|--------------|
| 1.2.1    | The means available to management to achieve their goals | A        | motivation   |
|          |                                                          | B        | housekeeping |
| 1.2.2    | Internal driving force which drives actions              | C        | resources    |
|          |                                                          | D        | job scope    |
| 1.2.3    | Responsible for keeping public areas and rooms clean     | E        | integration  |
| 1.2.4    | Food prepared quickly while customers are waiting        | F        | fast food    |
| 1.2.5    | Different tasks to be performed                          | G        | delegation   |

(5 × 2) (10)

- 1.3 State the responsibilities of the following team players in the hospitality industry:



- 1.3.1 Food service manager  
 1.3.2 Human resources officer  
 1.3.3 Receptionist  
 1.3.4 Chef  
 1.3.5 Bookkeeper

(5 × 2) (10)

- 1.4 Name the service represented by each of the pictures below. Write only the name of the industry or service next to the question number (1.4.1–1.4.5) in the ANSWER BOOK.

1.4.1



1.4.2



1.4.3



1.4.4



1.4.5



1.5      Explain the sectors mentioned in QUESTION (1.4.1–1.4.5).       (5 × 2)      (10)   
 [50]

**TOTAL SECTION A:      50**

**SECTION B****QUESTION 2**

- |     |                                                                                                                                        |         |             |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|---------|-------------|
| 2.1 | Describe planning in the decision-making process.                                                                                      |         | (2)         |
| 2.2 | Describe THREE qualities that planners need to have.                                                                                   |         | (3)         |
| 2.3 | Give FIVE reasons why planning is necessary. 🌞                                                                                         | (5 × 2) | (10)        |
| 2.4 | Name the steps in the strategic planning process.                                                                                      |         | (5)         |
| 2.5 | Give guidelines to a leader of a team on how to give instructions to ensure that team members work together with the leader as a team. |         | (5)         |
| 2.6 | State FIVE characteristics of a successful leader.                                                                                     | (5 × 2) | (10)        |
| 2.7 | State the barriers to effective communication.                                                                                         |         | (5)         |
| 2.8 | Describe the characteristics of strategic planning.                                                                                    | (5 × 2) | (10)        |
|     |                                                                                                                                        |         | <b>[50]</b> |

**QUESTION 3**

- |     |                                                                                                                                         |                                                                                         |             |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------|
| 3.1 | Name and briefly explain the THREE elements of coordination.                                                                            | (3 × 2)                                                                                 | (6)         |
| 3.2 | Describe the activities on which departmentation usually focuses in the food service unit. 🌞                                            |                                                                                         | (5)         |
| 3.3 | Name and describe THREE elements of delegation.                                                                                         | (3 × 2)                                                                                 | (6)         |
| 3.4 | Explain the meaning of the <i>span of control</i> in an organisation.                                                                   |                                                                                         | (1)         |
| 3.5 | Every trade in South Africa needs to affiliate to a registered trade union. The hospitality sectors affiliate and form part of FEDHASA. |                                                                                         |             |
| 🌞   | 3.5.1                                                                                                                                   | What does the acronym FEDHASA stand for?                                                | (1)         |
|     | 3.5.2                                                                                                                                   | Explain the mission of FEDHASA.                                                         | (4)         |
|     | 3.5.3                                                                                                                                   | Name FIVE associations represented by FEDHASA.                                          | (5)         |
| 3.6 | Fast food is becoming increasingly popular, especially among working people.                                                            |                                                                                         |             |
|     | 3.6.1                                                                                                                                   | Explain what a fast food outlet is.                                                     | (2)         |
|     | 3.6.2                                                                                                                                   | Are fast food outlets commercial or noncommercial establishments? Motivate your answer. | (1 + 2) (3) |

- 3.7 Describe the following forms of enterprises:
- 3.7.1 Sole ownership
  - 3.7.2 Partnership 
  - 3.7.3 Company
  - 3.7.4 Cooperative
- (4 × 2) (8)
- 3.8 Explain the factors that influence coordination. (5)
- 3.9 Explain FOUR requirements for effective coordination. (4)
- [50]**

#### QUESTION 4

- 4.1 Leadership can be seen as the core of the management process because it has to do with the encouragement of action. 
- Outline THREE meanings attached to leadership. (3)
- 4.2 Explain TWO advantages of a functional organisation. (2)
- 4.3 Explain FIVE ways or areas in which food service personnel in the hospitality services can apply the concept of presentation. (5)
- 4.4 Innovation creates interest, prevents boredom and leads to increased turnover.
- State FIVE ways in which a restaurant menu can be used innovatively to enhance sales of food. (5)
- 4.5 One of the hotel's primary objectives is to render excellent services. 
- Explain how the hotel staff can render excellent services to clients. (5)
- 4.6 Administration is one part of the routine activities of a food service manager in control of food service activities.
- State the items or activities that should be covered in the policy and procedures of a food service unit. (5)
- 4.7 Describe the activities of budget control of financial or business management. (4)

|                                                                                   |                                                                                                                                                                                         |         |             |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------|
| 4.8                                                                               | When formulating the budget, it is important to relate activities to previous records of business.<br> |         |             |
|                                                                                   | Discuss the information that should be collected in order to formulate a budget realistically.                                                                                          |         | (5)         |
| 4.9                                                                               | Briefly explain the costs incurred as a result of stock control.                                     | (3 × 2) | (6)         |
| 4.10                                                                              | Discuss the advantages of budget control.                                                                                                                                               | (5 × 2) | (10)        |
|  |                                                                                                                                                                                         |         | <b>[50]</b> |
| <b>TOTAL SECTION B:</b>                                                           |                                                                                                                                                                                         |         | <b>150</b>  |
| <b>GRAND TOTAL:</b>                                                               |                                                                                                                                                                                         |         | <b>200</b>  |