

higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N10(E)(N21)H
NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

APPLIED MANAGEMENT N4

(4090594)

21 November 2014 (X-Paper)
09:00–12:00

This question paper consists of 11 pages and 1 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. Start each question on a NEW page.
 5. Write neatly and legibly.
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SECTION A**QUESTION 1**

- 1.1 Complete the crossword puzzle on the ADDENDUM (attached). Detach the ADDENDUM from the question paper and insert it in the ANSWERBOOK.
- 1.1.1 The creation of controllable departments which co-operate mutually within the enterprise (1 ACROSS)
- 1.1.2 To compare the actual performance with plans and standards and to bring about corrections when deviations occur (2 ACROSS)
- 1.1.3 Deciding in advance what to do, how to do it, who will do it and when to do it (3 DOWN)
- 1.1.4 The integration of objectives and tasks at all levels of all departments or functions (4 DOWN)
- 1.1.5 The process where the subordinates are influenced by a superior in order to set goals and to achieve goals (5 ACROSS)
- 1.1.6 The statement of planned expenditures in terms of money, time and equipment (6 ACROSS)
- 1.1.7 Focussing on new ideas such as the development of a new starter on the menu is known as ... (7 DOWN)
- 1.1.8 The provision of personnel for the different positions within the enterprise (8 ACROSS)
- 1.1.9 This defines the limits within which decision making can be done (3 ACROSS)
- 1.1.10 A ... and staff organisational structure includes an advisor that gives specialist advice for the organisation (5 DOWN)

(10 × 2)

(20)

1.2 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 (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Strategic planning is usually done by ...

- A all employees.
- B top management.
- C lower level management.
- D middle level management.

1.2.2 Giving guidance means to ...

- A achieve the objective of the business.
- B determine the policy of the business.
- C direct subordinates properly in carrying out their tasks.
- D operate the business according to the economic principle.

1.2.3 The operational plans in a food-service unit are about ...

- A strategic planning.
- B corporate organising.
- C production planning, stock control and administration.
- D creating strategic partnerships.

1.2.4 The main aim of a restaurant is to ...

- A provide entertainment to the patrons.
- B provide accommodation to its guests.
- C to sell drinks and excursions to its guests.
- D to sell food and drink to its customers.

1.2.5 ... skills are most important at top level management.

- A Technical
- B Human
- C Negotiation
- D Conceptual

1.2.6 Which ONE of the following is necessary to ensure that effective communication takes place?

- A Overloading
- B Feedback
- C Internal barrier
- D Status level

- 1.2.7 Co-ordination takes place on three levels in an organisation. On the worker's level, co-ordination takes place between ...
- A the manager and subordinates.
 - B workers on the same level or between workers in different departments.
 - C the general manager and the departmental manager.
 - D the general manager and the workers.
- 1.2.8 The following hospitality establishment is an example of a non-commercial establishment:
- A Clubs and pubs
 - B Motels
 - C Governmental old-age homes
 - D Hotels
- 1.2.9 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
- 1.2.10 Capital, buildings, equipment, computers, software, ovens and employees are all examples of ... which management can use to achieve their goals.
- A structures
 - B objectives
 - C policy
 - D resources

(10 × 2) (20)

1.3 Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

1.3.1 Standing plans are fixed policies and procedures, but a plan that is used only once in an organisation is called a (single/true) plan.

1.3.2 An (invitation/induction) program is an internal communication instrument and is used to inform newly appointed employees about the workings of the organisation.

1.3.3 (Encoding/Decoding) takes place when the receiver of a message translates the message into meaningful information.

1.3.4 (Span of control/Delegation of authority) refers to the number of employees who can be effectively managed by a supervisor.

1.3.5 The amount of stock on hand that necessitates placing a standard order is called (re-order level/economical lot size).

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 2

As a recent graduate, your first job is a supervisor at a bakery. This bakery also serves refreshments and light meals.

2.1 One of your first tasks is to do stock taking of the machinery and equipment in the bakery. This is known as the bakery's resources.

Give FOUR examples of equipment you can find in a bakery. (4)

2.2 As supervisor in the bakery, you have to possess the required technical and interpersonal skills to be able to lead and manage your subordinates.

Briefly explain your understanding of:

2.2.1 Technical skills

2.2.2 Interpersonal skills

(2 × 2) (4)

2.3 Give THREE examples, within the transport sector of the hospitality industry, which requires catering. (3 × 2) (6)

- 2.4 Certain restaurant chains have branched out and opened up fast-food and take-away outlets, for example Steers take-away counters in shopping centres or at airports.
- 2.4.1 Explain what a fast-food establishment is. (2)
- 2.4.2 Name FOUR typical food items which you will find on a fast-food menu. (4)
- 2.4.3 Why do you think take-away outlets and fast-food establishments are so popular in modern society? (2)
- 2.4.4 Would this type of establishment fall into the commercial or non-commercial sector of the hospitality industry? (2)
- 2.5 For the bakery to operate successfully, the necessary planning has to be done.
- Give SIX reasons for planning. (6)
- [30]**

QUESTION 3

- 3.1 As supervisor of the bakery, one of the most essential management functions you have to fulfil is to do operational planning.

Draw TWO columns in the ANSWER BOOK and distinguish between *strategic* and *operation* planning. (5 × 2)

(10)

- 3.2 Each level of management in an organisation is responsible for certain functions.

Choose the level of management from COLUMN B that matches the management responsibility/function in COLUMN A. Write only the letter (A–C) next to the question number (3.2.1–3.2.6) in the ANSWER BOOK. You may use a management level more than ONCE.

COLUMN A		COLUMN B
3.2.1	Provision of the necessary aids to achieve goals	A top management
3.2.2	Primarily involved in long-term planning	B middle management
3.2.3	Production planning takes place on this level	C supervisory management
3.2.4	Responsible for daily operational activities	
3.2.5	Controlling the quality of services rendered and items delivered	
3.2.6	Develops strategies and policies	

(6 × 2)

(12)

- 3.3 State FOUR requirements for successful planning.

(4)

- 3.4 Complete the following sentence by filling in the missing word(s). Write only the word(s) next to the question number (3.4.1–3.4.2) in the ANSWER BOOK.

Organisation involves division of work and is done on a (3.4.1) ... and (3.4.2) ... level.

(2 × 2)

(4)

[30]

QUESTION 4

- 4.1 Delegation occurs when a manager hands over some of his/her tasks to a subordinate. When this happens, the necessary authority, responsibility and accountability must accompany the tasks given over.

Give a brief definition of each of these THREE elements of delegation in the sequence as listed below.

4.1.1 Authority

4.1.2 Responsibility

4.1.3 Accountability

(3 × 2) (6)

- 4.2 The aim of departmentation is to group similar activities together in one department.

Complete the following sentence by filling in the missing word(s). Write only the word(s) next to the question number (4.2.1–4.2.3) in the ANSWER BOOK.

Departmentation can take place according to (4.2.1. ...), (4.2.2 ...) and (4.2.3 ...).

(3 × 2) (6)

- 4.3 The following is a list of all the employees working in the bakery.

Draw a simple organisational structure showing the vertical lines of authority for the bakery. Remember, you are the supervisor and should fall under the manager.

Roberto – Manager

Unathi – Head baker

Jessica – Assistant baker

Philine – Cook

Lunga – Cleaner

Karen – Cashier

Mary – Waiter

Ben – Waiter

(10)

- 4.4 The employees of the bakery are from a variety of cultures and nationalities. This fact makes effective communication even more important.

State FOUR requirements for communication to be effective in this bakery.

(4 × 2) (8)

[30]

QUESTION 5

- 5.1 One of the ovens in the bakery has broken down. The oven is already 10 years old. You got various quotations to repair the oven and the cost to repair it is half the price as what a new oven would cost.

Follow the eight steps in the decision making process to decide what to do. Apply the EIGHT steps using the above problem. (8 × 2) (16)

- 5.2 If a hotel wants to be successful, it has to function as a unit. This can only happen if co-ordination takes place in the hotel.

Explain how the various departments of a hotel should work together in order to function as a unit. (4)

- 5.3 Name FIVE factors that can inhibit co-ordination in an organisation. (5 × 2) (10)

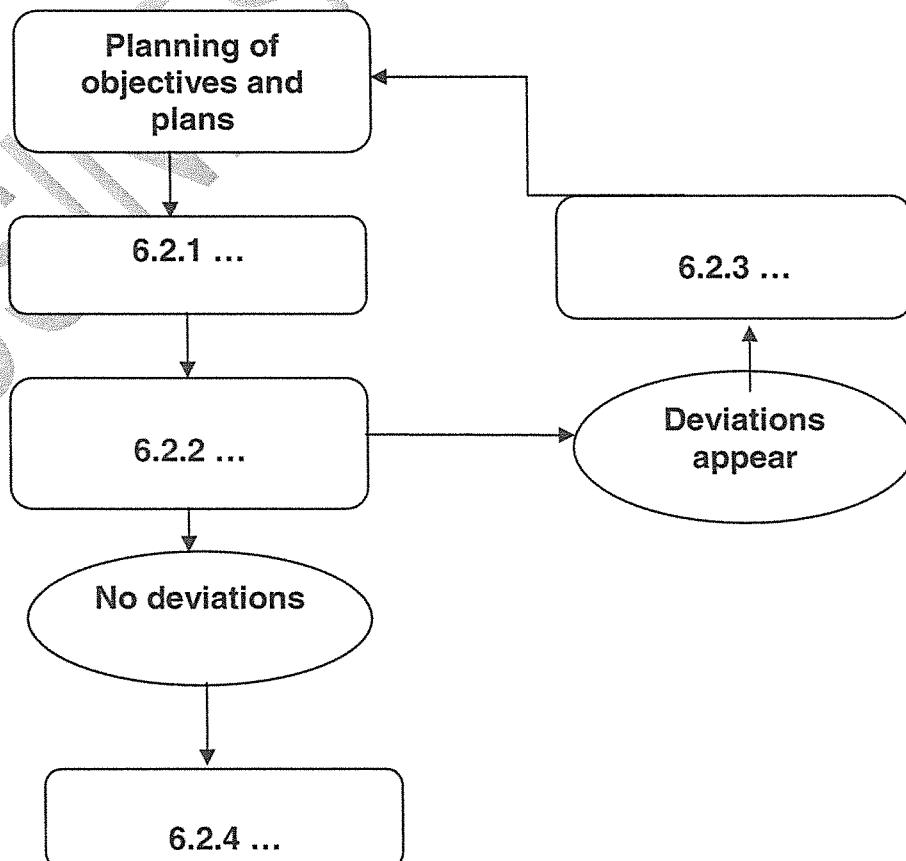
[30]

QUESTION 6

- 6.1 Explain how rules and regulations can improve effective co-ordination. (3)

- 6.2 Control is taken to ensure that planned objectives have been reached.

Complete the following diagram to explain the relationship between *planning* and *control*. Write only the answer next to the question number (6.2.1–6.2.4) in the ANSWER BOOK.



(4 × 2) (8)

6.3 Re-arrange the following steps of the control process in the correct order. Write only the letter (A–D) in the correct sequence in the ANSWER BOOK.

- A Measure the actual performance
- B Corrective action
- C Setting of standards and methods to measure performance
- D Comparison of actual performance with set standards

(4 × 2) (8)

6.4 Control of the bakery is essential to make sure the business is successful.

Explain the following control techniques:

6.4.1 Example

6.4.2 Standing limits

6.4.3 Observing

6.4.4 Disciplinary steps

(4 × 2) (8)

6.5 State THREE objectives of budget control.

(3 × 1) (3)
[30]

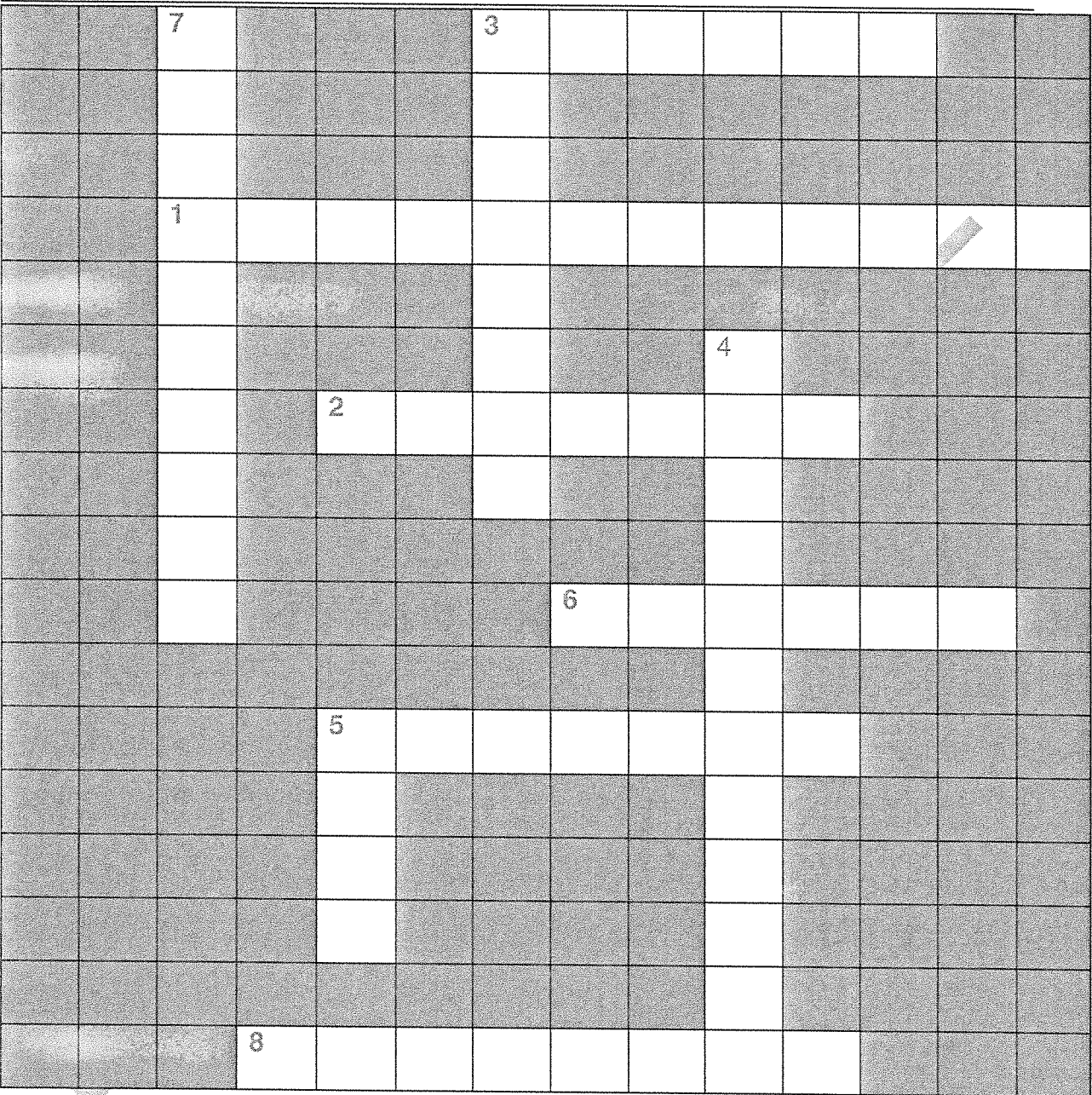
TOTAL SECTION B: 150
GRAND TOTAL: 200

ADDENDUM

EXAMINATION NUMBER:

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QUESTION 1.1



(10 × 2) (20)