



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Tourism & Hospitality
DEPARTMENT	Tourism
CAMPUS(ES)	APB
MODULE NAME	Tourism Management
MODULE CODE	TRM1BB1
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Supplementary Summative Assessment Opportunity November 2020

ASSESSMENT DATE	TBC	SESSION	TBC
ASSESSOR(S)	Dr MM Lebambo		
MODERATOR(S)	Dr S Nyikana		
DURATION	3 hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	5
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
- You have three hours to complete the exam paper.
- Save the attached answer book in your computer and work on it offline within the three hour period, login on **Blackboard** attach the document with your answers using the link provided.
- Read the questions carefully and answer only what is required.
- Number your answers clearly and correctly as per the question paper.

Question 1**[30]**

Please read the case study below and answer the questions that follow.

The South African National Parks launched a brand new tourism drive, named 2022 Responsible Tourism strategy 2022 RTS. Glen Phillips, SANParks Managing Executive: Tourism and Marketing announced that in the next ten years SANParks will be doing things differently to keep up with visitors' changing needs as well as the everchanging landscape of government funding. "It is new wave of change that necessitated a new thinking on how tourism in National Parks will be run, measured and developed in the next 10 years", said Phillips. He said the new strategy takes its lead from a ground-breaking move that the SANParks Board adopted in 2011, which seeks to defined the objectives, guiding principles and values, as well as an implementation and monitoring plan for nature-based responsible tourism in National parks. It also incorporates the aims of the National Department of Tourism. Among other things SANParks will aim to encourage the communities that live around the National Parks to protect the areas by highlighting the benefits this will have on the said communities. At the moment, the major challenge facing SANParks is funding. Since 2000, the conservation estate under the management of SANParks has grown by 558000 hectares, which has pushed the up the cost of conservation greatly.

"The scope of SANParks's responsibilities is staggering. Apart from the conservation aspect and ongoing research, there are, for example 4223 kilometers of tourists' road that have to be maintained" Phillips explained. He added that if they to extrapolate the revenue and operational cost trends of the last five years, over the coming, a scary picture would emerge.

He said SANParks tourism operates at very high occupancies and the opportunities to grow simply out of annual rate increases are just not sustainable.

Source: Adapted from: Herman & du Plessis (2016).

- 1.1 The case study above indicates the importance of leadership in managing tourism organisations. Given the background, discuss any five (5) characteristics of effective managers in tourism and hospitality and make examples from the case study to support your answer (2x theory, 1x case application). (15)
- 1.2 There are several advantages of planning for tourism and hospitality managers. Discuss at least five (5) advantages of planning and make use of the case study to support your answer (2x theory, 1x example) (15)

Question 2 [30]

2.1 Explain at least five (5) functions of human resource management (5)

2.2 Explain the five (5) steps in the strategic management process (5)

2.3 Read the brief case study below and answer the questions that follow:

Jonathan and his partner are overwhelmed by their choices. Jonathan loves Europe and would like to visit Rome, but that tour is the most expensive, leaving little spending money, while the Wester Cape tour is the cheapest and offers the most amenities, but they have already been to Cape Town. Jonathan's partner has always wanted to visit a tropical island, but Jonathan does not like the beach. Both Jonathan and his partner love the outdoors and they like the idea of the Okavango trip as it includes all meals and drinks, but they are afraid of snakes and spiders.

Source: Adapted from: Herman & du Plessis (2016).

2.3.1 Jonathan and his partner are confronted with a number of decision-making dilemmas. Using a diagram, illustrate the travel decision-making process that will guide them in their holiday (20)

Question 3 [20]**3.1 Match the terms in Column A with the concepts in Column B (e.g. 1. Z)**

Column A	Column B
1. Manufacturing line and infrastructure for electricity, gas, water, telegraph and roads	A. Marketing manager
2. Involves promoting the services of the organisation. Involves pricing, distribution and promotion of the organisation's products and services.	B. 1 st industrial revolution
3. Employees are motivated but have a lot of complaints	C. Public relations manager
4. Employees have few complaints but are not highly motivated	D. F.W Taylor
5. The authority to punish subordinates	E. Henry Fayol
6. Brain-driven process	F. Referent power
7. Manager's ability to think holistically about the organisation.	G. 2 nd industrial revolution
8. Water and steam powered mechanical manufacturing facilities	H. Hygiene factor
9. Liaises with and provides information to its stakeholders in order to maintain or improve relations.	I. Motivation factor

10. Recognition, respect, status, approval, award, bonuses, promotion	J. Low Hygiene + High Motivation:
11. Keeping records of grievances and disciplinary actions	K. High Hygiene + Low Motivation
12. Outlined an organisation's activities which are essential and present in organisations such as technical, financial, security.	L. Coercive power
13. Opportunity for growth	M. Creativity
14. Food, shelter, pay, clothing, office space.	N. Autonomy
15. One's personal attraction and charisma	O. Theory x
16. Offering subordinates discretion	P. Theory y
17. People lack ambition and dislike responsibility	Q. Human resources
18. People can exercise self-control and self-direction in their work	R. Conceptual skills
19. The father of the classical management theory	S. Physiological needs
20. Better Working conditions	T. Esteem needs

Question 4**[20]**

4.1 Explain the three (3) types of departmentalisation. (6)

4.2 Define the following terms:

- Delegation (2)
- Management (2)

4.3 Indicate if the following statements are **true** or **false** (10)

1. Downsizing is a managerial activity that increase the size of organisational workforce.
2. Customer departmentalisation involves organising departments in each of the areas in which the organisation does business.
3. Smart connected devices, robotics and the internet of things are part of the 3rd industrial revolution.
4. Searching for solution is step number 2 in the decision-making process.
5. Matrix departmentalisation combines functional and product departmentalisation in a grid.
6. Travel motives for various South African tourism attractions include photography.
7. Ordering stock of raw material from suppliers is a function of distribution department.

8. Itinerary function is part of the technical skills required in tourism.
9. Theory Y posit that people lack ambition and dislike responsibility.
10. Organising is not the responsibility of the general manager.

[TOTAL: 100]