



**higher education  
& training**

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

**NATIONAL CERTIFICATE (VOCATIONAL)**

**TOURISM OPERATIONS  
NQF LEVEL 3**

(11011073)

**7 December 2020 (X-paper)  
09:00–12:00**

**This question paper consists of 7 pages and an addendum of 3 pages.**

387Q1N2007


**TIME: 3 HOURS  
MARKS: 180**

---

**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 section on a new page.
  5. Use only a black or blue pen.
  6. Write neatly and legibly.
-

**QUESTION 1**

- 1.1 Illustrate the different functions of a tourism business by means of a diagram. (6)
- 1.2 What are the benefits of instilling a marketing culture within a tourism business? (5)
- 1.3 Study the following advertisement and then answer the questions. 

**Magical Mauritius** from R12 275 pp.  
Valid 01 Nov 2017 – 19 Dec 2017

Maritim Resort & Spa (5 Star)		
Nights	FULL Board	ALL-Inclusive
5	R13 655	R16 335
6	R15 785	R18 995
7	R17 915	R21 655

**FULL Board:**  
✓ Breakfast  
✓ Lunch  
✓ Dinner

**ALL Inclusive:**  
✓ Breakfast  
✓ Lunch  
✓ Dinner  
✓ Drinks: Soft and alcoholic

Maritim Crystals Beach (4 Star)		
Nights	FULL Board	ALL-Inclusive
5	R12 275	R14 855
6	R14 125	R17 215
7	R15 975	R19 585

NOTE: All Package prices subject to availability, air fare increases, seasonal surcharges & currency fluctuations. Excludes taxes of +/- R 3720 per person. Packages are date specific ex JNB. Prices based on 2 adults sharing, unless otherwise specified. Terms & conditions apply. E&OE


 **0861 SUN SEA**  
**www.mauritius.co.za**

**Mauritius Travel Specialists**



- 1.3.1 Identify the FOUR elements of marketing, known as the marketing mix, relating to the tourism industry. (4 × 2) (8)
- 1.3.2 Describe the role of objectives in the process of marketing communication by explaining how the marketer of Mauritius Travel Specialists applied the AIDA principle of attention, interest, desire and action. (8)
- 1.3.3 Explain how the marketer used the ATR model in marketing communication in his marketing process. (3)

**[30]**



**QUESTION 2**

- 2.1 Differentiate between an entrepreneur and an intrapreneur by tabulating SEVEN differences. (7 × 2) (14) 
- 2.2 Explain how entrepreneurs can ensure a successful business by avoiding pitfalls. (7 × 2) (14)
- 2.3 Name TWO problems that can lead to failure of a tourism entrepreneur. (2) **[30]**

**QUESTION 3**


- 3.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (3.1.1–3.1.5) in the ANSWER BOOK.
- 3.1.1 Tour operators can be divided into three main categories.
- 3.1.2 The BEE Commission defines BEE as a strategy aimed at substantially increasing black participation at all levels in the economy.
- 3.1.3 Entrepreneurs are present oriented. 
- 3.1.4 A serial entrepreneur is a person who founds and operates a company during a career.
- 3.1.5 Entrepreneurs must keep up to date with technological improvements to supply products and services to consumers. (5 × 2) (10)
- 3.2 Name FIVE characteristics of a successful entrepreneur in tourism. (5)
- 3.3 Define *integrated marketing*. (1)
- 3.4 Marketers' schools of thought and the importance of marketing have changed over the years. Identify the following eras that preceded the integrated marketing approach.
- 3.4.1 Marketers in this era focused on trying to generate as many sales as possible.
- 3.4.2 The focus of marketing in this era is on the quality of the products and the needs of the consumers.  (2 × 2) (4)
- 3.5 Name FIVE purposes of integrated marketing communication in tourism. (5 × 2) (10) **[30]**

**QUESTION 4**

- 4.1 Peter Naidoo owns a curio shop in Durban, situated on the Golden Mile. He bought stock and paid R15 000 before tax. He sells the curios at a profit mark-up of 20%.
- 4.1.1 Explain to Peter the difference between input VAT and output VAT. (4)
- 4.1.2 Determine the input VAT. (3)
- 4.1.3 Determine the selling price of the goods. (2)
- 4.1.4 Determine the output VAT.  (3)
- 4.1.5 Determine the VAT payable to SARS. (2)
- 4.1.6 Name FOUR items Peter would have to attach to his form to register to pay VAT. (4)
- 4.2 Decide what type of business is described. Write only the answer next to the question number (4.2.1–4.2.4) in the ANSWER BOOK.
- 4.2.1 In this type of business, the assets and debts of the shareholders are separate from those of the company.
- 4.2.2 In this type of business, each partner is taxed on his share of the profit.
- 4.2.3 This is the easiest type of business to start and run.  (4 × 2) (8)
- 4.2.4 This business is more expensive to run than a partnership and must be registered by a lawyer. (4 × 2) (8)
- 4.3 List FOUR tax responsibilities of SMMEs, when starting a business. (4)
- [30]**

**QUESTION 5**

Refer to the ADDENDUM (attached) and answer the questions.

- 5.1 From the scenario, identify THREE reasons why teamwork is seen as important in the tourism industry. (3 × 2) (6)
- 5.2 How does Andrew Carnegie define teamwork? (2)
- 5.3 Each team role is associated with typical behaviour and interpersonal strengths. 
- Identify and describe FOUR group roles of team members. (4 × 2) (8)

5.4 For a team to be successful, the group leader needs to know how to handle the group dynamics of the team.

Compile guidelines on how to handle group dynamics, which can be used to guide managers in the company. (5 × 2)






(10)

5.5 Name the stages of team development, in the correct sequence.



(4)  
[30]

**QUESTION 6**

6.1 Choose from COLUMN A the marketing tool that matches the picture in COLUMN B. Write only the letter (A–E) next to the question number (6.1.1– 6.1.5) in the ANSWER BOOK.

COLUMN A	COLUMN B
6.1.1 Exhibition	<p>A</p> 
6.1.2 Direct marketing	<p>B</p> 
6.1.3 Sales promotion	<p>C</p> 
6.1.4 Print media	<p>D</p> 
6.1.5 Personal selling	<p>E</p> 

(5 × 2) (10)

- 6.2 Connie arrives at Sunset Travel. One of the consultants is busy with a customer, while the other consultant is busy with a private call on her cellphone. Both consultants ignore Connie and do not acknowledge her presence in the office. After standing around for five minutes, without being assisted, she leaves the agency, and goes to Harvey World Travel.
- 6.2.1 Identify what is wrong in the scenario.  (4)
- 6.2.2 What could be the consequence of the problem identified in 6.2.1? (2)
- 6.2.3 Service includes more than a friendly smile.  
Name FOUR other factors that relate to service. (4 × 1) (4)
- 6.3 The main aim of a tourism business is to make money. To be able to make money, it is important to do marketing.
- 6.3.1 Define the term *marketing*.  (2)
- 6.3.2 What is the purpose of marketing? (3 × 2) (6)
- 6.3.3 Explain the concept *market segmentation* by using an example. (2)
- TOTAL: 180**

## **ADDENDUM**

### **THE NECESSITY OF TEAMWORK IN HOSPITALITY**

Teamwork is a huge factor in the hospitality industry around the world. Most hospitality industries, including tourism, depend on teamwork.

Teamwork in the tourism industry has great importance for more than one reason. Teamwork brings a sense of security, trust, and loyalty to employees as well as the employers. Without teamwork, morale can be lowered. If morale is low, productivity could be lower as well.

Hospitality industries are aware of this fact, so they implement programs and activities to keep morale and productivity at the highest obtainable level. Businesses who have embraced the concept, have reported increased performance in work production, problem solving and new growth. This group project approach has improved employee morale and increased input when managed correctly.

Teamwork can have a positive effect in the company that incorporates this type of teamwork approach. Resources must be available within the company or outsourced to businesses that will come in and train company employees. A high-performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment, and the technology and tools that enhance their work (Burton et al, 2005).

Andrew Carnegie defined teamwork as follows: 'Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain uncommon results.' Another definition of team, according to Katzenbah and Smith (1991), is the following: 'A team is a small number of individuals associated in some joint action, with a strong, deep-seated, common sense of purpose' (Garner C. L., 1998). Team members are mutually committed, mutually supportive, and collectively responsible for the achievement of team goals and objectives. Real teams create synergy; they perform at levels above that of groups. Team members work closely and freely with each other to achieve their common performance goals. Real teams perform tasks that cannot be achieved by individuals alone (Garner C.L., 1998).

### **PURPOSE OF TEAMS IN TOURISM AND HOSPITALITY**

The creation of teams has become a key strategy in the tourism and hospitality industry. Team building is an essential element in supporting and improving the effectiveness of small groups and task forces and must be a key part of a total programme of organisational change.

Hellriegel, Slocum, & Woodman (1986) state that team building is used to improve the effectiveness of work groups by focusing on any of the following four purposes: setting goals and priorities, deciding on means and methods, examining the way in which the group works, and exploring the quality of working relationships. A cycle then develops; it begins with the awareness or perception of a problem and is followed sequentially by data collection, data sharing diagnosis, action planning, action implementation, and behavioural evaluation. This style is repeated as new problems are identified.

### **THE FACTORS THAT INFLUENCE THE EFFECTIVENESS OF TEAMS**

Team stability involves the continuity of membership. The effectiveness of team is dependent on the following factors:



#### **4.1 Team composition**

A team is a group of people made up of individuals who each contributes their individual knowledge and skills. Synergy, where the collective whole is greater than the sum of the individual parts, often occurs where teamwork is working well. Teams benefit because individuals often do not have all the knowledge and skills necessary. Working together is essential. Harmony and a positive attitude are critical. If the team is not working together, then the expected gains will not materialise.

#### **4.2 Control**

According to James R. Evans and William M. Lindsay (2008), a group needs to establish procedures that can be used to guide or regulate its activities. For example, a meeting agenda serves to guide group activities during a meeting. Schedules indicating when specific actions will be taken, also regulate team activities.

#### **4.3 Collaboration**

Collaboration entails finding the right group of people (skills, personalities, knowledge, work styles, and chemistry), ensuring they share commitment to the collaboration task at hand, and providing them with an environment, tools, knowledge, training, process and facilitation to ensure they work together effectively.

#### **Communication**

Effective communication skills empower an individual to inspire and influence others in order to reach the desired outcome, no matter how difficult the situation may appear to be.

#### **ROLES AND RESPONSIBILITIES**

Dr Meredith Belbin (2010) defined a team role as 'a tendency to behave, contribute and interrelate with others in a particular way' and named nine such team roles that underlie team success. Designating specific roles and responsibilities among members of a team helps promote cohesion within the team.

The nine roles are:

**Shaper (SH)**

**Implementer (IMP)**

**Completer-finisher (CF)**

**Coordinator (CO)**

**Team worker (TW)**

**Resource investigator (RI)**

**Planter (PL)**

**Monitor-evaluator (ME)**

**Specialist (SP)**

#### **LINE OF AUTHORITY AND THEIR PURPOSES**

Line authority is represented by the chain of command; an individual positioned above another in the hierarchy has the right to make decisions, issue directives, and expect compliance from lower-level employees. Staff authority is advisory authority; it takes the form of counsel, advice, and recommendation. People with staff authority derive their power from their expert knowledge and the legitimacy established in their relationships with line managers. Functional authority allows managers to direct specific processes, practices, or policies affecting people in other departments; functional authority cuts across the hierarchical structure. For example, the human resources department may create policies and procedures related to promoting and hiring employees throughout the entire organisation.

**CONCLUSION**

From the discussion above, we can conclude that teamwork is one of the most important factors in developing the hospitality and tourism sector. Different ideas of different individuals, working hand in hand, is the easiest and most secure path to achieve the target for the industry. Furthermore, the cooperation of the lowest and the highest position in the hierarchical system of tourism and hospitality industry; the leadership of the leading person and the devotion of the staff make a successful and professional team. And the professional team can easily carry out all the tasks within an organisation. The main target for all businesses, including the hospitality industry, is profit through customer and staff satisfaction. Individual effort to complete a task and achieve success is almost zero, but many individual efforts can challenge any obstacle to achieve the mission.