



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

REPORT 191 PROGRAMMES

SUBJECT SYLLABUS

NAME OF SUBJECT
APPLIED MANAGEMENT

LEVEL: N6

SUBJECT CODE: 04090576

Implementation: January 2022

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Syllabus: Applied Management N6

INSTRUCTIONAL OFFERING: APPLIED MANAGEMENT N6

1. General aims

To equip students with the necessary management skills as the management staff in the front office with specific reference to the management of:

- human resources within the hospitality industry
- marketing within the hospitality environment

2. Specific aims

To equip student with knowledge, skills, techniques and the correct attitude pertaining to

- The characteristics of Human resource management as applicable to the hospitality industry
- The necessity for continuous striving towards increased productivity
- Successful control to achieve financial objectives
- External factors influencing the organisation
- Legal aspects applicable to hospitality services with specific reference of relations
- Job analysis
- The evaluation of personnel
- A marketing orientation as a cornerstone of a successful enterprise.

3. Entrance Requirements

National Certificate Hospitality Services N5

4. Duration and Tuition Time

The institutional offering will extend over one semester. Four hours will be allocated per week, giving a total of $4 \times 17 = 68$ hours per semester. The instructional offering can be also offered on a part –time basis.

5. Evaluation

5.1 Internal evaluation

5.1.1 Theoretical component

Besides normal class tests, a formal test will be conducted at the completion of each module. These marks are used to calculate a semester mark out of 60 for the theoretical component.

5.1.2 Practical component

All practical assignments must be compiled in one portfolio. The marks obtained for the practical assignments are used to calculate a semester marks out of 40 for the practical component.

5.1.3 Semester mark

A semester mark out of 100 is calculated by adding the marks of the theoretical component (60) and the practical component (40) of the internal evaluation.

A minimum of 40%as semester mark is a pre-requisite for entrance to the final external examination at the end of the semester.

5.2 Examining

5.2.1 Examination

- A formal theory examination is conducted during June and November each year by means of a paper set externally and marked and moderated externally. The duration of the examination is 3 hours and the total of the marks is 200.
- Reproduction (knowledge and comprehension), application, analysis, synthesis and evaluation are important indicators of norms and standards in determining the student's knowledge and understanding of this instructional offering and should be weighted as follows:

	KNOWLEDGE AND COMPREHENSION	APPLICATION	ANALYSIS, SYNTHESIS AND EVALUATION
N6	30-50	30-50	5-25

Particulars of paper:

Nature of paper	: External
Number of papers	: 1
Duration of paper	: 3 Hours
Total mark allocation	: 200
Number of sections	: 2
Compulsory sections	: 2
Total number of question	: 4
Mark allocation per question	: 50

5.2.2 Weighted values of modules

The weighted value of a module gives an indication of:

- The percentage of the total content of the work dealt with in each module.
- The percentage of the time available for the instructional offering to be spent on each module; and
- The percentage of the total marks for the examination paper to be allocated to each module.

MODULES	WEIGHTED VALUE
1. Introduction to Management Concepts	10
2. Labour Relations and regulatory challenges	15
3. Job Design and Job Analysis	15
4. Productivity	15
5. Performance Management and Performance Appraisal	15
6. Marketing Management in the Hospitality industry context	10
7. Control Systems and Technology	20
TOTAL	100

5.2.3 Final Mark

- Semester mark

$X/100 \times 40/1 =$ a mark out of 40 (a)

- Examination mark

$X/200 \times 60/1 = \text{mark out of } 60 \text{ (b)}$

- Final mark

$(a) + (b) = \text{a mark out of } 100$

5.2.4 Pass requirements

The students must obtain 40% in both the semester mark and the examination mark to pass this instructional offering.

5.3 EVALUATION OF THE PRACTICAL WORK

See Appendix B (portfolio)

6. GENERAL DIDACTIC GUIDELINES

6.1 PRESENTATION

- Lectures, demonstrations, group discussions and activities, practical work, observation, role-play, individual-activity, judging and evaluation.

6.2 AIDS

The following aids can be used in presenting lecture and demonstrations:

- Blackboard, bulletin board, felt or flannel boards, flash cards, flipcharts, magnetic boards and peg boards.
- Textbooks, referents works, newspapers, magazines, pamphlets, photographs, pictures, placards, graphs, actual articles and products, models and samples.
- Data Projector, YouTube Videos, transparencies, films, film strips, colour slides, television, internet.

6.3 EXHIBITIONS

The above-mentioned aids can be used for exhibitions (regularly or annually)

6.4 VISITS

Visits can be arranged to

- Stores, industries, factories service units, institutions, agencies, organisations, markets, entrepreneurs, publishers, libraries, radios, and television studies, shows, exhibitions, demonstrations and seminars.

6.5 GUEST SPEAKERS

Guest speakers can be invited to present lectures and/or demonstrations.

6.6 RESEARCH

Literature, studies interviews, questionnaires, discussions and experiments.

6.7 EXPOSURE TO PRACTICE

Work Integrated Learning and Workplace Based Exposure

7. SYNOPSIS

MODULE 1: INTRODUCTION TO MANAGEMENT CONCEPTS

1.1 Human Resources Management

1.2 Recruitment

1.3 Selection

1.4 Placement

1.5 Induction

PRACTICAL COMPONENT

Practical application of theory by giving written examples of each of the above-mentioned.

MODULE 2: LABOUR RELATIONS AND LEGISLATION

2.1 Importance of employer- employee relationship

2.2 Relationship between employer and recognised trade unions.

2.3 Dispute

2.4 Grievance and disciplinary procedure

2.5 Termination of service

PRACTICAL COMPONENT

Students must do a written assignment or role play on how they will specific situations within the sector.

MODULE3: JOB DESIGN AND JOB ANALYSIS

- 3.1 Job Design
- 3.2 Job Analysis
- 3.2 Job Description.
- 3.3 Job Specification.

PRACTICAL COMPONENT

Students must do a written assignment on job analysis specific positions within the hospitality services.

MODULE 4: PRODUCTIVITY

- 4.1 Work study
 - 4.1.1 Method study.
 - 4.1.2 Work measurement.
- 4.2.3 Applied work study in a food service unit.
- 4.2 Work flow
- 4.3 Factors influencing productivity

PRACTICAL COMPONENT

The students must do a written practical assignment on any position in the kitchen, where they apply to achieve more efficient task execution.

MODULE 5: PEROMANCE MANAGEMENT AND PERFORMANCE APPRAISAL

- 5.1 Difference between performance management and performance appraisal.
- 5.2 Performance Criteria
- 5.3 Performance appraisal objectives
- 5.4 The appraisal process
- 5.4 Performance problems and legal considerations

PRACTICAL COMPONENT

Students should do role –playing evaluation.

MODULE 6: MARKETING MANAGEMENT

- 6.1 Define the 4Ps in relation to hospitality industry
- 6.2 Define different marketing concepts.
- 6.3 External factors influencing marketing within the hospitality industry

PRACTICAL COMPONENTS

Students must do a written assignment on how they will apply the above –mentioned concepts and how these factors will affect a chosen business in the hospitality services.

MODULE 7: CONTROL SYSTEMS

- 7.1 Administrative resources
 - 7.1.1 Meal plan
 - 7.1.2 Rationing scale
 - 7.1.3 Approved budget
 - 7.1.4 Standardised recipes
 - 7.1.5 Menu planning
- 7.2 Stock control systems
 - 7.2.1 Importance of
 - Purchase planning
 - Master order
 - Receiving procedures
 - Stock storage and control
 - Issues of stock
 - Productivity
 - Serving
- 7.3.1 Direct or fixed cost
- 7.3.2 Food Service Cost control
- 7.4 System orientation in control
 - 7.4.1 The business environment
 - 7.4.2 Software specification
 - 7.4.3 Installation of software

PRACTICAL COMPONENT

Students must do written assignments on how Control Systems will be applied within the different hospitality establishments/ units.

7. SYLLABUS**Module 1: INTRODUCTION TO MANAGEMENT CONCEPTS**

LEARNING CONTENT		LEARNING OUTCOMES The student must be able to:	
1.1 Human Resources Management	1.1.1	Define and briefly describe human resources management	
1.2 Recruitment	1.2.1	Define and briefly describe recruitment	
1.3 Selection	1.3.1	Define and briefly describe selection	
1.4 Placement	1.4.1	Define and briefly describe placement	
1.5 Induction	1.5.1	Define and briefly describe induction	
PRACTICAL COMPONENT			
Practical application of theory by giving written examples of each of the above mentioned			

| Module 1 – Introduction to Management Concepts

Module 2: LABOUR RELATIONS AND LEGISLATION

LEARNING CONTENT		LEARNING OUTCOMES The student must be able to:	
2.1 Importance of employer-employee relations	2.1.1	Discuss the importance of a specified organisational structure within the organisation	
	2.1.2	Name and explain the advantages of a healthy employer- employee relationship	
	2.1.3	List relevant legislation in the place of work	
	2.1.4	Discuss how to manage diversity in the workplace	
2.2 Relationship between employer and recognised trade unions	2.2.1	Discuss how legislation influences the relationship between employer and trade union	
	2.2.2	Discuss the importance of collective bargaining in the workplace	
2.3 Dispute	2.3.1	Define a dispute in the workplace	

	2.3.2	Demonstrate knowledge on the procedure to handle and resolve disputes in the workplace.
2.4 Grievance and disciplinary procedure	2.4.1	Explain the different steps that has to be followed within a grievance procedure
	2.4.2	Give the principles and requirement for disciplinary procedure
	2.4.3	Explain the difference steps that has to be followed within disciplinary procedure
2.5 Termination of services	2.5.1	Name the forms of termination
PRACTICAL COMPONENT: Students must do a written assignment or role play on how they will handle specific situations within the private sector.		

| Module 2 – Labour Relations and Legislation

Module 3: JOB DESIGN AND JOB ANALYSIS

LEARNING CONTENT	LEARNING OUTCOMES The student must be able to:	
3.1 Job design	3.1.1	Define job design
	3.1.2	Discuss issues impacting on the design of jobs
	3.1.3	Understand the effect of job design on employee motivation and performance
3.2 What job analysis is	3.2.1	Define the concept job analysis in detail
3.3 Job description	3.3.1	Describe the concept job description in detail
	3.3.2	Compile a job description
	3.3.3	Name the different elements includes in a job description
3.4 Job specification	3.4.1	Describe the concept elements included in a job specification
PRACTICAL COMPONENT Students must do a written assignment on job analysis of specific positions within the hospitality services. E.g. Students must choose a department in a hospitality establishment, e.g. front office, dining room, kitchen, bar/pub, and housekeeping-back of house. Identify any three specific posts in this department. Write/compile job descriptions and job specification for each of the chosen posts.		

Module 4: PRODUCTIVITY

LEARNING CONTENT	<u>LEARNING OUTCOMES</u> The student must be able to:	
4.1 Work study	4.1.1	Explain the relationship between work study and productivity
	4.1.2	Define the concept work study
	4.1.3	Discuss and give examples of possible work study situations as experienced in the hospitality industry
4.2 Method study	4.2.1	Define the concept method study
4.3 Work measurement	4.2.2	Discuss the detailed steps of method study
	4.3.1	Define the concept work measurement
	4.3.2	Name the advantages of work measurement
4.4 Work flow	4.4.1	Define the concept work flow
	4.4.2	Name the different aspects through which efficient work can be achieved
4.5 Factors influencing productivity	4.5.1	Name the different factors that can increase productivity
PRACTICAL COMPONENT The students must do a written practical assignment on any position in the kitchen/front office/housekeeping where they apply method study to achieve more efficient task execution.		

Module 5: PERFORMANCE MANAGEMENT AND APPRAISAL

LEARNING CONTENT	LEARNING OUTCOMES The student must be able to:
5.1 Difference between performance management and performance appraisal	5.1.1 Discuss the difference between performance management and performance appraisal
5.2 Performance Criteria	5.2.1 Differentiate between the three types of performance criteria
5.3 Performance Appraisal Objectives	5.3.1 Name and briefly describe the objectives of performance appraisal: <ul style="list-style-type: none"> • Evaluative objectives • Developmental objectives
5.4 The Appraisal Process	5.4.1 Discuss general guidelines to develop a performance appraisal system
5.4 Performance Problems and Legal considerations	5.4.1 Identify problems related to performance appraisal
	5.4.2 Explain legal considerations when conducting performance appraisal
PRACTICAL COMPONENT Students should do role-play evaluation.	

Module 5 – Performance Appraisal

Module 6: MARKETING MANAGEMENT IN THE HOSPITALITY INDUSTRY CONTEXT

LEARNING CONTENT	LEARNING OUTCOMES The student must be able to:	
6.1 4P's <ul style="list-style-type: none"> • Product/Service • Price • Promotion • Place/Distribution 	6.1.1	Define the 4 Ps in relation to hospitality industry: <ul style="list-style-type: none"> • Product/Service • Price • Promotion • Place/Distribution
6.2. The marketing concept: <ul style="list-style-type: none"> • Consumer orientation • Integrated marketing/System orientation • Social Media marketing 	6.2.1	Define the marketing concepts <ul style="list-style-type: none"> • Describe consumer orientation with special reference to the hospitality industry • Describe system orientation with special reference to the hospitality industry • Describe social media marketing with special reference to the hospitality industry
6.3 Environmental factors <ul style="list-style-type: none"> • Social factors • Demographic factors • Political and legal factors • Economic factors • Technology • Natural resource shortages • Competition 	6.3.1	Name the different external factors that affect an organisation's performance
PRACTICAL CCOMPONENT Students must do a written assignment on how they will apply the above-mentioned concept and how these factors a chosen business in the hospitality services.		

Module 6 – Marketing Management

Module 7: CONTROL SYSTEMS AND TECHNOLOGY

LEARNING CONTENT	LEARNING OUTCOMES The student must be able to:
7.1 Administrative Aids	7.1.1 List and briefly describe different aids used as control measures in the hospitality establishment.
7.2 Meal plan	7.2.1 Understand the importance of a well-planned meal and use it in such a way that the design and control will be simplified
7.3 Rationing scales	7.3.1 Explain the use of rationing scales in the food service unit.
7.4 Approved budget	7.4.1 Define the term budget
	7.4.2 Explain the importance of keeping within bounds of the approved budget
7.5 Standardised recipes	7.5.1 Understand the importance of standardised recipes
	7.5.2 Name the financial and production advantages of standardised recipes
7.6 Menu planning	7.6.1 Explain the relationship between menu planning and keeping within the bounds of the approved budget.
7.7 Stock control systems Importance of: <ul style="list-style-type: none">• Purchase planning• Master order• Receiving procedures• Stock storage and control• Issue of stock• Production• Serving	7.7.1 Discuss the importance of these factors in the control system to limit wastages and achieve financial advantages for the undertaking
7.8 Direct or fixed costs	7.8.1 Name those costs which cannot be changed
7.9 Food Service Cost control	7.9.1 Explain guidelines that can be used achieve the aims of the establishment whilst keeping to the budget
	7.9.2 Name factors that influence food service cost
7.10 The business environment	7.10.1 Explain the business environment that uses a computer system
7.11 Software specification	7.11.1 Name the specification which software has to adhere to
7.12 Installation of software	7.12.1 Explain the installation process
PRACTICAL CCOMPONENT Students must do written assignments on how Control Systems will be applied within the different hospitality establishments.	



LITERATURE REFERENCES

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5. PRETORIUS, LA; SWANEPOEL, FA; VISSER, GM (1986). An introduction to Management. ISBN 0 620 14231 6. Enquiries: LA Pretorius. Tel. (021) 586050
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APPENDIX B

EVALUATION: PORTFOLIO (Written assignments), if prescribed, after completion of each module)

STUDENT:.....

SUBJECT:.....

1.	INDEX	10
2.	CONTENTS	
2.1	Introduction	10
2.2	Correct information	10
2.3	Logical explanation	10
2.4	Subject covered in detail	20
3.	INITIATIVE	
3.1	Originality	10
3.2	Presentation	10
4.	GENERAL APPEARANCE	10
5.	REFERENCES	10

APPENDIX C

STRUCTURE OF THE EXAMINATION PAPER APPLIED MANAGEMENT N6

IMPLEMENTATION DATE: JANUARY 1998

TIME: 3 HOURS

THE EXAMINATION PAPER CONSISTS OF TWO SECTIONS, NAMELY SECTION A AND SECTION B

ALL THE QUESTIONS ARE COMPULSORY

ANALYSIS OF MARKS ALLOCATED TO EACH SECTION	
SECTION A	50marks
SECTION B	150marks
TOTAL	200marks

SECTION A (COMPULSORY)

This section covers the instructional offering and consists, inter alia of the following types questions:

Multiple choice questions

Pairing off

Giving one word for

(Avoid “fill in and correct the wrong statement”

SECTION B (COMPULSORY)

3x50 mark questions

OR

5x30 marks questions