



# ICM

SEPTEMBER 2015

STRATEGIC MANAGEMENT IN HOSPITALITY

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
  - b) Answer any FIVE questions
  - c) All questions carry equal marks. Marks for each question are shown in [ ]
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- 1. a) List FOUR methods of classifying services for the hospitality industry. [4]  
b) With the aid of suitable examples, evaluate TWO of these services. [8 each]
  - 2. For a hospitality company of your own choice, evaluate whether the strategic orientation of the company or the service delivery process is more influential in the design of service delivery systems. [20]
  - 3. With the aid of examples, examine the main communication tools used when designing a communications strategy for a chain of Michelin-starred restaurants. [20]
  - 4. Appraise the relevance of price bundling for EACH of the situations below:
    - a) A large gastro-pub chain
    - b) A small independent hotel
    - c) A chain of fast food restaurants
    - d) A small four-star hotel group [5 each]
  - 5. For a franchised fast food outlet:
    - a) Evaluate the importance of registering customer complaints in a systematic way. [10]
    - b) Describe the main features of a follow up procedure for customer complaints. [10]
  - 6. Employee empowerment is considered to be beneficial to both the organisation and the organisation's staff. Examine the benefit to:
    - a) the employees of a large pub chain
    - b) the management of an exclusive restaurant [10 each]
  - 7. You work for a large holiday park company who are considering opening a new family holiday park, together with a leisure and entertainment complex. With the aid of examples, evaluate the most common factors you would consider when determining a specific location for the holiday park supported by a large leisure and entertainment complex. [20]
  - 8. a) Briefly describe THREE typical strategic issues for firms in the hospitality sector. [3 each]  
b) With the aid of suitable examples, evaluate the strategy a small independent restaurant can adopt to stop imitation by competitors. [11]