



ICM

MARCH 2016

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 []
1. With the aid of suitable examples, describe the FOUR methods of classifying services for the hospitality industry. [5 each]
 2.
 - a) Explain the main ingredients of the service concept. [9]
 - b) With the aid of examples, evaluate how hospitality organisations employ the main tasks to implement the service concept in a successful manner. [11]
 3. For an example hospitality organisation of your choice:
 - a) analyse the importance of the physical surroundings for the delivery of its services
 - b) evaluate the link between physical surroundings and the service consumption process [10 each]
 4. Analyse how price bundling can be introduced for EACH of the situations below:
 - a) A large multi-national hotel chain
 - b) A small independent restaurant
 - c) A chain of theme pubs
 - d) A chain of franchised coffee outlets [5 each]
 5. An immediate response to any customer complaint is considered crucial to maintain customer satisfaction.
 - a) Briefly describe the main elements of a suitable customer complaints procedure. [8]
 - b) Analyse how you would respond to a dissatisfied restaurant customer who has written in complaining about the service they received at your restaurant last week. [12]
 6. You are employed as a trainee by an independently owned gourmet restaurant. The restaurant manager has asked you to consider service resources planning for the restaurant. With the aid of examples, evaluate the extent to which you could utilise the same capacity management technique as that used by a large restaurant chain. [20]
 7. The golf club you work for is considering relocating to a much bigger location, which would incorporate a new hotel and leisure complex. As part of your training, the club manager has requested that you analyse the most common factors to be considered for the relocation of the golf club and the associated hotel and leisure complex. [20]
 8. With the aid of examples of your own choice:
 - a) evaluate the main themes that should be included in a hospitality organisation's strategy statement [10]
 - b) appraise what action could be taken to secure the organisation's place in the hospitality sector [10]