



MARCH 2017

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) Identify FOUR methods of classifying services for the hospitality industry. [4]
 - b) With the aid of examples, evaluate TWO of these services. [8 each]
 2.
 - a) Compare and contrast customer satisfaction and customer loyalty. [8]
 - b) Appraise how the Customer Loyalty Ladder helps develop the customer's relationship with a hospitality company. [12]
 3.
 - a) Analyse the importance of physical surroundings and the environment when delivering hospitality services. [10]
 - b) With the aid of examples, appraise the link between physical surroundings and the service consumption process. [10]
 4. Critically appraise the main communication tools used within a communications strategy for a large chain of hotels. [20]
 5. SuperSub received a formal complaint from a customer, claiming that she had food poisoning after visiting one of their outlets. She was admitted to hospital and as a result the customer is claiming for compensation.
 - a) Describe the specific criteria you would use to judge redress for this complaint. [10]
 - b) Detail the main points to be included in a suitable response to the customer's complaint. [10]
 6.
 - a) Briefly define the types of competencies required for service jobs. [5]
 - b) Examine the competencies necessary for the following:
 - i Personal characteristics of employees of a fast food chain
 - ii Behavioural routines of reception staff in a four-star hotel
 - iii Technical competencies of a bar manager [5 each]
 7. The large hotel chain that you are working for is considering opening a new four-star hotel and leisure complex. You have been asked to prepare an appraisal of the most common factors that should be considered when deciding on a new location for such a complex. [20]
 8. With the aid of suitable examples, examine whether it is necessary for smaller hotels to adopt a more innovative business strategy than their larger competitors to retain their market position. [20]