



# **GRETSA UNIVERSITY - THIKA**

**UNIVERSITY EXAMINATIONS  
MAY - AUGUST 2018 SEMESTER**

**BACHELOR OF SCIENCE IN HOSPITALITY  
MANAGEMENT**

**COURSE CODE: BSHM 303**

**COURSE TITLE: HOSPITALITY OPERATIONS MANAGEMENT**

**DATE: 6 AUGUST 2018**

**TIME: 3.00 PM – 6.00 PM**

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## **INSTRUCTIONS TO CANDIDATES**

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **THREE** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

**CAUTION:** *All exam rooms are under CCTV surveillance during the examination period.*

## SECTION A: COMPULSORY

### Question One

#### Case Study – Doubletree Hotel Burlington – Burlington, Vermont

A renewed focus on hotel performance, renovation needs, and sales target diversification leads to increased revenues, improved guest satisfaction scores, and “green” environmental awards in the Green Mountain state.

The Doubletree Hotel in Burlington, Vermont, was challenged with stagnant sales, failed revenue management practices, a tired product, and a risky dependency on just three key corporate clients. When Richfield took over following a change of ownership in 2007, the Richfield team focused on implementing a seamless renovation of the property. The team was concurrently implementing new revenue management strategies and targeted sales plans to expand and diversify the Burlington hotel’s accounts.

Guest satisfaction improvement efforts, launching new green initiatives, and utilizing franchise resources and brand programs, helped this renewed hotel achieve a #1 ranking on TripAdvisor for popularity. The hotel in Burlington is also a consistent top performer within the Doubletree chain for overall guest satisfaction, and frequently ranks in the top 15 for the entire chain. The hotel continues to win awards and accolades for performance, guest satisfaction, and green initiatives.

(Source: Lecturer)

#### Required:

a) In relation to the case study above, answer questions (i) and (ii) below:

(i) State and Explain **FIVE** renewed focuses that the Doubletree Hotel has undertaken. [10 marks]

(ii) How does Guest Satisfaction help management improve on operations in the hotel? Discuss using **FIVE** points. [10 marks]

b) Write short notes on the following:

(i) Delegation [2 marks]

(ii) The Rooms Department [2 marks]

(iii) Create Empowered Associates [2 marks]

(iv) Reservation Guarantees [2 marks]

c) Compare and Contrast Line functions and Staff functions using **THREE** points each.

[12 marks]

## SECTION B: ANSWER ANY THREE QUESTIONS

### Question Two

- a) Write short notes on the following using **TWO** points each:
- (i) Managerial work roles as operational controller [2 marks]
  - (ii) Managerial work roles as business maintainer [2 marks]
- b) Managers face six major obstacles in their efforts to implement a yield management system. State and Explain the **SIX** obstacles using **ONE** point each. [6 marks]
- c) 'The Executive Operating Committee is the vehicle often used to foster cooperation between functionally specialized departments'. It plays an important role. Explain **FIVE** of these roles. [10 marks]

### Question Three

- a) In relation to the Food and Beverage division, explain the following roles using **TWO** points:
- (i) Buffet Steward [2 marks]
  - (ii) Bar Utility [2 marks]
  - (iii) Maître d'hôtel [2 marks]
  - (iv) Dining room junior waiter [2 marks]
  - (v) Bar Accountant [2 marks]
- b) Discuss **FIVE** leadership skills a housekeeper should have in order to work well in a hotel. [10 marks]

### Question Four

- a) Enumerate **FIVE** challenges in classification and organization of the Food & Beverage sector. [10 marks]
- b) Describe **FIVE** characteristics of the Food & Beverage sector. [10 marks]

### Question Five

- a) State and Explain **FIVE** duties performed by the Front Office Manager. [10 marks]
- b) Appraise **FIVE** managerial styles in housekeeping. [10 marks]