



SCHOOL OF TOURISM AND HOSPITALITY
MASTER OF HOSPITALITY BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATION
MHBM 8203: HOSPITALITY SERVICE EXCELLENCE

DATE: Thursday, 2nd May 2024

TIME: 14:30 – 17:30 Hrs

Instructions

1. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE

[40 Marks]

Read the following case, **Doug's Fried Chicken**, and answer the questions below:

Doug's Fried Chicken

Within four years of assuming the presidency, Judy Hart brought the market share of Doug's Fried Chicken from 2 percent to 20 percent. She was a risk-taking, innovative entrepreneur. She increased the chain from 400 outlets to 1,743 and rapidly expanded into 27 countries. "I've got to be involved in a continual go-go growth cycle. Because of my successful track record, the franchisees and the board go along with any programs I propose," Hart believed. Hart was flamboyant and sensational. She shifted the annual franchisee convention from Des Moines, Iowa, to New York. She moved headquarters from a converted post office into a new \$5.8 million building.

Then, one Friday afternoon, Doug's board of directors dismissed Hart from the presidency. "Judy," said Chairman Doug Jones, "for a while we liked your 'full-steam-ahead' attitude. But you can't seem to slow down. You're trying to change too many things too fast."

The board elevated John Davis, vice president for finance, to the position of President. Davis was a conservative, accommodating executive who watched budgets closely and believed in rigorously controlled expansion. He emphasized fiscal responsibility. Davis set up a centralized purchasing system (which Judy Hart had always opposed). Board Chairman Doug Jones was pleased; he considered Davis to be "in tune with the mood of the board and the franchisees at this point in time."

Judy Hart was unemployed over the weekend. Then she was enthusiastically hired by Berger's Burgers, a company that had achieved financial stability only in the last couple of years. Now they were in a strong cash position. "Judy," said Horace Berger, chairman of the board, "we think we're ready to take off. We want to triple the number of Berger's Burgers outlets within three years.

Can you do it?" "Can do, Mr. Berger," said Judy happily. "But first we've got to refurbish this tacky headquarters building and change the site of the annual convention. I envision a truly spectacular party for the franchisees in Las Vegas...."

Source: Ford, R.C., Sturman, M.C., and Heaton, P.C. (2012). *Managing Quality Service in Hospitality: How Organizations Achieve Excellence in the Guest Experience*. Delmar, New York.

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QUESTIONS on Doug's Fried Chicken Case:

- a) How do you explain Judy Hart's unceremonious dumping from Doug's and her warm welcome at Berger's? **(8 marks)**
- b) Evaluate five reasons why hospitality culture is so important to organizations seeking to provide an exceptional service experience like **Doug's Fried Chicken**. **(10 marks)**
- c) Describe the culture of **Doug's Fried Chicken**? **(6 marks)**
- d) You are about to start your own restaurant and need to articulate the three components of the guest experience. Using relevant examples, appraise the three elements that your hospitality organization must work with seamlessly in order to provide an impeccable guest experience. **(9 marks)**
- e) Evaluate three outcomes of service quality management for companies within the Hospitality sector. **(7 marks)**

QUESTION TWO [20 Marks]

- a) Describe the economic impact quality and why it is important to service establishments. **(8 Marks)**
- b) The best hospitality companies use a consistent and rigorous method to find, select, and hire the best talent. Elaborate the process of recruiting employees who will give excellent guest service in your hospitality establishment. **(12 marks)**

QUESTION THREE [20 marks]

- a) Customers use some dimensions to form their judgments of service quality, which are based on a comparison between expected and perceived service. Describe and illustrate the five dimensions of service quality. **(10 Marks)**
- b) Evaluate the implications of five distinctive characteristics of services and the respective opportunities and challenges faced by service managers. **(10 Marks)**

QUESTION FOUR [20 marks]

- a) Hospitality managers must pay attention to the service environment for several major reasons. Explain the environment's influence on guest expectations and employees. **(10 marks)**
- b) The challenge for hospitality managers is to figure out exactly how to provide only the required information just when and where it is required. Explain ways in which information enhances the service product, setting, and delivery system. **(10 marks)**

QUESTION FIVE [20 marks]

Service design articulates the plans for organizing the people, infrastructure, and materials used within a hospitality organization to improve its abilities to provide their services and satisfy their customers. Illustrate and explain the service design process. **(20 marks)**

Total Score: 80 Marks; Weighted Score: 50%