



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

DATE: Thursday, 24th November 2022

DURATION: 3 Hours

INSTRUCTIONS:

1. This examination consists of **FIVE** Questions.
2. Answer **Question ONE [COMPULSORY]** and any other **TWO** questions.

Question One (Compulsory)

[30 Marks]

- a) The less tangible the guest experience, the more important are the frontline people delivering the service to the guest's perception of quality and value. Discuss. **(8 marks)**
- b) Assume that your hospitality professor says, "Bringing together all the principles of strategy, staffing and systems is the job of the hospitality leader." Evaluate the statement by answering the questions below:
 - i) Describe the leader or leaders you think the professor is talking about. **(2 marks)**
 - ii) Explain the difference in responsibility for "bringing it all together" between the hospitality organization's CEO and the local unit manager. **(2 marks)**
 - iii) Steak and Bake International has a well-established corporate mission, vision and strategy. Its delivery systems are all in place, and the individual units are fully staffed. You have just been hired to manage the local Steak and Bake. Examine your responsibilities with regard to strategy, staffing and systems. **(4 marks)**
- c) Based on any work observations you have made or organizational experiences you have had, distinguish between a leader and a manager. **(6 marks)**
- d) Servicescape perceptions can encourage the guest to stay longer and come again or go away and stay away. Elaborate **(8 mark)**

Question Two

[30 Marks]

- a) Culture fills in the gaps for employees between what they've been taught and what they must do to satisfy the guest. Discuss. **(8 marks)**
- b) Think of a hospitality organization that you are familiar with.
 - i) Establish 3 elements of what seem to be the key drivers of the guests in its target market. **(6 marks)**
 - ii) Show how these key drivers influence how the organization operates. **(3 marks)**
 - iii) Suggest how the drivers should influence how that organization operates. **(3 marks)**
- c) Looking at internal candidates first sends a message to all employees about the kind of company they are working for. Discuss. **(10 marks)**

Question Three**[30 Marks]**

- a) "Training frontline employees is more important to hospitality organization than to manufacturing organizations, because hospitality employees are dealing with people, not inanimate products." Discuss. **(8 marks)**
- b) If you have been employed, can you recall times when you were upset due to the boss ignoring your good work because the boss was giving complete attention to another employee who was complaining or doing a bad job? In light of this, answer the following questions.
- i) Examine the managerial lessons this taught you. **(4 marks)**
- ii) Explain how you would use those lessons to determine or change your own managerial style. **(4 marks)**
- c) i) What does it mean to be empowered? Give two situations in which you were empowered. **(3 marks)**
- ii) How did you handle empowerment? How did you feel? **(2 marks)**
- iii) Compare those situations to two in which you were not empowered. How did you handle the latter, and how did you feel? **(3 marks)**
- iv) If you were a hotel or restaurant manager, can you think of some job functions that you would hesitate to empower your employees to perform? Why? **(2 marks)**
- v) Why is it particularly important to empower the frontline employees who interact with hospitality guests? **(4 marks)**

Question Four**[30 Marks]**

- a) The more guests do for themselves, the less you have to do for them. Discuss the advantages and disadvantages of involving guests in co-production. **(10 marks)**
- b) Think about a restaurant you go to frequently. The server probably listened to you place your order and then wrote the information down on a pad or entered it into a POS terminal. Examine the decisions and activities this order might then trigger or affect throughout the entire restaurant organization. (Hint: Think about immediate, on-the-spot matters, but also about inventory, staffing, menu selection, profit and loss calculations, etc.) **(10 marks)**
- c) "Exceeding guest expectations today may not even meet them tomorrow." Outline a plan you could implement to remain fresh and relevant in this area in your current organization over the next two years. **(10 marks)**

Question Five**[30 Marks]**

- a) "A bad system can defeat a good employee." Discuss. **(10 marks)**
- b) Leaders know that one of their most important jobs is to teach culture. Elaborate. **(10 marks)**
- c) Recall a service failure during a guest experience of your own:
- i) Describe the failure and your reaction to it. **(3 marks)**
- ii) Describe the organization's response to the failure. Did your reaction to the failure seem to affect the organizational response? **(3 marks)**
- iii) As a result of what happened, how do you feel about this organization now? **(2 marks)**
- iv) If you were not completely satisfied, what could the organization have done to satisfy you and perhaps cause you to be even more loyal to the organization than before? **(2 marks)**

TOTAL = 90 MARKS; WEIGHT = 50%