



THE COUNCIL OF COMMUNITY COLLEGES OF JAMAICA
BACHELOR OF SCIENCE EXAMINATION

SEMESTER II – 2019 MAY

PROGRAMME: HOSPITALITY AND TOURISM MANAGEMENT
COURSE NAME: MANAGING GUEST SERVICE OPERATIONS
CODE: HOSP4801
YEAR GROUP: FOUR
DATE: MONDAY, 2019 MAY 13
TIME: 12:00 NOON -2:00 P.M.
DURATION: 2 HOURS
EXAMINATION TYPE: FINAL

This Examination Paper has 7 Pages

INSTRUCTIONS:

1. ANSWER ALL QUESTIONS FROM SECTION A
2. ANSWER ANY TWO (2) QUESTIONS FROM SECTION B

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

SECTION B

Instruction: Answer any **TWO (2)** questions in this section.

Question 1

Josh Brown has recently been transferred to the 200-room Sunset Hotel, as Front Office Manager. This is a mid-priced hotel operated by Access Lodging Management, on behalf of a local investor. It was opened just over a year ago, in a good market, but its financial performance to date, has been below expectations. In addition, there have been many guest complaints. He was transferred because he is the best Front Office Manager in the Access company.

Josh arrived at the hotel to find that there was no direction to the Front Office. Also, employees were not well trained and staff turnover was high. Only one employee had complete knowledge of the computer system. Staff did not know what was expected of them. The Reservations Clerk complained of getting conflicting instructions from the Sales Manager and a Front Desk Manager who did not venture to the desk very often, but who preferred to remain in his office and produce reports for the General Manager, on why revenues were not up to expectations.

When Josh visited the Human Resource Department and asked to see the Mission Statement, organisational chart and job descriptions, he was told that none was available. Josh read many guest comment cards as well as the Assistant Manager's log, and poor employee attitude seemed to be a major problem, as did lack of organisation.

Finally, Josh met with various Division Heads and heard nothing but complaints. The Housekeeping Manager said she was never included in departmental meetings; the Accountant reported that front desk staff never balanced at the end of their shifts and the night audit was therefore a disaster; and the Food and Beverage Manager said he made test calls to the Reservations Department and they never recommended his restaurant.

With all this in mind, Josh decided to 'start from scratch', in order to meet the hotel's objectives of happy guests and employees, and at the same time, produce a reasonable profit for the owners. You have been asked to help him. While Josh tries to establish a strong working relationship with the other departments, you must:

- A. Recommend **THREE (3)** strategies Josh can implement to change things at the hotel and to meet the objective of having happy guests and employees. (12 marks)
 - B. Produce a Mission Statement to be placed in the Front Office. (8 marks)
 - C. Determine **TWO (2)** factors that fit the Mission Statement, which pertain to employee friendliness, speed of check-in and product information about the hotel. (5 marks)
 - D. Develop **TWO (2)** tactics for each factor above. (5 marks)
- (Total 30 marks)**

Question 2

- A. Review the relationship between the Front Office and the following departments:
- i. Housekeeping
 - ii. Food and Beverage
 - iii. Sales and Marketing
 - iv. Engineering
 - v. Accounts
- (25 marks)
- B. Make a distinction between a Boutique and a Resort property. (5 marks)
- (Total 30 marks)

Question 3

- A. Describe how each of the **THREE (3)** environmental assessment factors affect the delivery of quality guest services. (20 marks)
- B. Outline **FIVE (5)** characteristics of a good service guarantee. (10 marks)
- (Total 30 marks)

Question 4

- A. Differentiate between encounters and relationships, and explain **FIVE (5)** strategies a hotel can use to build good customer relationships. (13 marks)
- B. Offer **SEVEN (7)** guidelines for guest comment cards. (7 marks)
- C. Indicate **FIVE (5)** roles and responsibilities of a Front Office Manager. (10 marks)
- (Total 30 marks)

END OF EXAMINATION