



MAASAI MARA UNIVERSITY

REGULAR UNIVERSITY EXAMINATIONS 2019/2020 ACADEMIC YEAR THIRD YEAR FIRST SEMESTER

SCHOOL OF TOURISM, HOSPITALITY AND LEISURE STUDIES BACHELOR OF HOTELS AND HOSPITALITY MANAGEMENT

**COURSE CODE: BHM 3104
COURSE TITLE: SERVICE OPERATIONS
MANAGEMENT**

DATE: 16TH DECEMBER 2019

TIME: 8.30 AM -10.30AM

INSTRUCTIONS TO CANDIDATES

Answer **ALL** questions in section A and any other **TWO** in section B.

This paper consists of 3 printed pages. Please turn over

SECTION A: 30 MARKS

Question 1

- a) Using the case study below answer questions i, ii and iii

Holiday Inn claims to be 'The World's most Global Hotel Company' and has created several business brands for a number of identified market segments. 'Our continued focus on guest preference has resulted in development of a range of brands, each serving a different market segment of the international hotel market.... providing a variety of services, amenities and lodging experiences catering to virtually every travel occasion and guest need.'

The service concept of Holiday Inn Express hotels focuses on value for money, offering competitive rates and limited service aimed at both leisure and business travellers. Holiday Inn Express provides, for example, a free continental breakfast bar, rather than table service, to reduce costs but meet the needs of guests wishing a light and fast breakfast. Holiday Inn's new Staybridge Suites focus on the long-stay guest, providing a variety of suites together with a variety of on-site services, such as laundry rooms, library and breakfast room. Crowne Plaza Hotels and Resorts provide 'upscale lodging' to international discerning travellers, and the recently acquired Inter-Continental Hotels focus on providing five-star service facilities.

- i. Identify three benefits of Holiday Inn's focus to the customer
(3 marks)
 - ii. Identify and explain the type of focus Holiday Inn is pursuing
(4 marks)
 - iii. Define service concept from both organizational and customer perspectives
(2 marks)
- b) Distinguish the following: Service Concept, Vision and Idea.
(3 marks)
- c) Describe 4 key ways through which personal relationships can be established and enhanced
(4 marks)
- d) Describe three ways an organization can achieve the benefits of focus
(6 marks)
- e) Explain any four challenges that service operations managers may face in the work place
(8 marks)

SECTION B: 40 MARKS

Question two

- a) Explain the meaning and the relationship between customer satisfaction and service quality. **(4marks)**
- b) Describe four factors that may influence customers' expectations **(8marks)**
- c) Explain the downsides of the expectation-perception approach in service quality **(8marks)**

Question three

- a) Supply chain improvement is vital in service operations, describe five principles of lean thinking **(10 marks)**
- b) Explain five barriers to Supply Chain management implementation **(10marks)**

Question four

- a) Describe five strategies that can be used to manage the gap between market position and operations **(10marks)**
- b) Identify and explain any five service operations activities that help in adding value for the customer **(10marks)**

Question five

As an Operations manager of Hilton Hotel you are invited to a Tourism and Hospitality Expo to talk about the roles of Technology in service delivery, using relevant examples write down the content of your detailed presentation **(20marks)**

.....**END**.....