



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2011/2012

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE (HOSPITALITY AND TOURISM MANAGEMENT)

HTM 313: MANAGEMENT OF SERVICE

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DATE: WEDNESDAY 28TH MARCH 2012

TIME: 8.00 A.M. – 10.00 A.M.

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INSTRUCTIONS

Answer ALL questions in Section A, and any TWO in Section B

This examination covers 70 points

- Q.1 Visualize the lobby of a hotel that is renowned for its quality service. The General Manager is discretely observing the activity in the foyer. Nearby is the front desk and guests are being checked in, and from his vantage point the Manager can hear what is being said. The front desk clerk is confirming the arrangements of the booking with the guest and the following discussion occurs:

“Sir, you will be charging your accommodation to the company and paying your other expenses.” “No, all expenses will be paid by the company.” “I am sorry, but according to this we have only authorized charge of the accommodation.”

“Last time is stayed here I had the same problem and last week I personally rang to sort this out. All expenses are to be charged.” The clerk goes to get authorization on the account and the now disgruntled guest turns to his companion and says in exasperation:

“... you see it’s exactly as I said it would happen. I stay here every month and yet every time I have this same problem..”

The General Manager considers the exchange with concern. That guest had not received the quality service the hotel was aiming to provide and if the guest continually had this experience it would simply be a matter of time before he decided to try one of the competitors. Not only could that one guest's custom be lost, but he could be the manager of a company who frequently stay at the hotel and hold functions there.

Expected

- a) React to this situation. (5 marks)
- b) Discuss the service gaps in this case (12 marks)
- c) Give a service recovery strategy (8 marks)

Q.2 Give ten determinants of quality service. (5 marks)

SECTION B: ANSWER ANY TWO

- Q.3 a) Explain the outcome of using quality practices in hospitality operations. (10 marks)
- b) Differentiate between objective service quality and subjective service quality. (10 marks)

Q.4 Using the GAP model of Parasuraman explain **Key factors contributing to the gaps** clearly showing the importance of marketing, business leadership quality and HR systems in the management of service (20 marks)

Q.5 Service have unique characteristics. Identify each of these characteristics and discuss the implications of their uniqueness to hospitality operations. (20 marks)

Q.6 Parasuraman, Zeithaml and Berry (1985) identified ten determinants of service quality that may relate to any service. Explain any five of such determinants applicable in hospitality and tourism. (20 marks)