



SCHOOL OF PROFESSIONAL STUDIES

BACHELORS IN HOSPITALITY AND TOURISM MANAGEMENT

UNIT CODE/NAME: RHM 419: HOSPITALITY OPERATIONS MANAGEMENT

January – April 2018/2019 End Semester Exam

- Time: 2 Hours

Instructions: Answer Question ONE (Compulsory) and any other TWO questions.

QUESTION ONE

Read the passage below and answer the questions that follow:

Pret A Manger

Describe by the press as 'revolutionized the concept of sandwich making and eating', Pret A Manger opened its first shop in London in the mid-1980s. Now it has over 130 shops in the UK, New York, Hong Kong and Tokyo. The company says its secret is to focus continually on quality-not just of the food but in every aspect of the operations practice. It goes to extraordinary lengths to avoid the chemicals and preservatives common in most 'fast-food'. 'Many food retailers focus on extending the shelf life of their food, but that is of no interest to us. We maintain our edge by selling food that simply can't be beaten by freshness. At the end of the day, we give whatever we haven't sold to charity to help feed those who would otherwise go hungry. When we were just starting out, a big supplier tried to sell us coleslaw that lasted sixteen days. Can you imagine, salad that lasts sixteen days? There and then we decided Pret would stick to wholesome fresh food-natural stuff. We have not changed that policy'

The first Pret A Manger shop had its own kitchen where fresh ingredients were delivered first thing every morning and food was prepared throughout the day. Every Pret shop has since followed this model. The team members serving on the till at lunch time will have been making sandwich in the kitchen that morning. The company rejected the idea of huge centralized sandwich factory. Pret also owns and manages all its shops directly so that it can ensure

consistently high standards in all its shop. 'We are determined never to forget that our hardworking people make a difference. They are our hearts and soul. When they care, our business is sound. If they cease to care, our business goes down the drain. In retail sector where high staff turnover is normal, we're pleased to say our people are much more likely to stay around. We work hard at building great teams' .We take our reward schemes and career opportunities very seriously. We don't work nights (generally), we wear jeans, we party!' Customer feedback is regarded as being particularly important at Pret.examining customers' comment for improvement ideas is a key part of weekly management meetings and of the daily team briefs in each shop.

Questions

- i. What type of business organization is Pret A Manger? Support your answer (2 Marks)
- ii. Explain FIVE advantages of Pret A Manger organizing itself so that the individual shops make the sandwiches that they sell (5 marks)
- iii. Outline FOUR ways how effective operations management at Pret A Manger can contribute significantly to its success (4 marks)
- iv. Identify FIVE consequences of poor operations management in this kind of organization (5 marks)
- v. What FIVE challenges would the operations manager face if they introduces 'Centralized Kitchen' that would make sandwiches for a number of shops in the area? (5 marks)
- vi. Identify FOUR aspects of quality that Pret a Manger focused on (4 marks)
- vii. Explain THREE strategies that have led to the success of Pret A Manger (3 marks)
- viii. As a hospitality operations manager, suggest TWO ways in which Pret A Manger can improve its business for longevity (2 marks)

QUESTION TWO

- a) Hotel Spiral is open 7.00hrs to 23.00hrs, seven days per week. Outline THREE additional information that would be needed to prepare a staff Rota (3 marks)
- b) Evaluate the relationship between different divisions in a hospitality establishment(12 marks)

QUESTION THREE

- a) Outline FIVE importance of forecasting demand in hospitality establishment (5 marks)
- b) Discuss FIVE strategies which could be used to 'smooth' the demand for a hotel product and ensure that it is in balance with capacity (10 marks)

QUESTION FOUR

The hospitality industry in Kenya, as it is today and will be tomorrow, is the result of the interaction of basic forces shaping the industry. 'Evaluate this statement (10 marks)

Identify and explain how a hospitality operations manager can maximize and control labor efficiency (5 marks)

QUESTION FIVE

- a) Identify and explain FIVE ways in which a hospitality operations manager can improve productivity without compromising on quality (5 marks)
- b) Discuss FIVE effects of terrorism in Kenya on the hospitality industry (10 Marks)