



FACULTY OF MANAGEMENT

2014 (MAIN) Examination

DEPARTMENT

Hospitality Management

MODULE Hospitality Management 11

CODE HOM 21-1

DATE 5 November 2014

DURATION 2 HOURS

TIME 09.00 – 11.00

TOTAL MARKS 100

EXAMINER Mrs. A Taylor

MODERATOR Dr P Thomas

NUMBER OF PAGES 5 PAGES including this page

INSTRUCTIONS TO CANDIDATES:

- **ANSWER ANY 5 OF THE 6 QUESTIONS**
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

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| SECTION A: Human Resource Management | | |
| <p><u>QUESTION ONE:</u> Multiple choice</p> <p>Select the right answer for the following statements, and write the number of the correct statement on the answer sheet.</p> <p>1.1 One of the activities of the human resource management function is to:</p> <ol style="list-style-type: none"> Prepare a business plan for the company. Ensure a continuous flow of human resources to the business. See to the day to day running of the business. Pay everyone a decent wage. <p>1.2 The creation of any new job opportunity starts with:</p> <ol style="list-style-type: none"> Determining the work that has to be done. Placing a person in a position and then training them. Employing people, and then determining who can be used in the business. Employing people because they need a job. <p>1.3 The responsibility for motivating an employee in the workplace lies with:</p> <ol style="list-style-type: none"> The employer. The employee personally The HR department. All of the above <p>1.4 Performance management means:</p> <ol style="list-style-type: none"> Giving an employee an increase. Making an employee work faster. Evaluating the ability of an employee. Giving the staff an increase in salary <p>1.5 An advantage of internal recruitment is:</p> <ol style="list-style-type: none"> That the responsibility for employment will be carried by the employees That no advertising will need to be done Career planning becomes possible for employees None of the above. <p>1.6 A labour market can be defined as:</p> <ol style="list-style-type: none"> The social or geographical area from which a business draws its employees. An agency that sells the labour of people. Where employees are trained in basic skills to be employed. All of the above <p>1.7 Preliminary screening of employees means to:</p> <ol style="list-style-type: none"> Compare the information on a CV with the job specification Compare the information on a CV with the job description Compare employees with each other Interview every applicant | | |

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| <p>1.8 Which of the following individuals are able to perform a job evaluation:</p> <ol style="list-style-type: none"> Managers and supervisors Guests and clients Employees and peers All of the above <p>1.9 CTC means a:</p> <ol style="list-style-type: none"> Monthly salary Pension Reward mix of pay, benefits and incentives Weekly wage <p>1.10 On-the-job training is:</p> <ol style="list-style-type: none"> Done before the person starts working. Motivational as what is being learnt is relevant to the position. Expensive as outside trainers are used. None of the above <p>1.2 A staff member asks about the following HR concepts. Give an explanation of the key differences between the following concepts:</p> <ol style="list-style-type: none"> 1.2.1 A pension and provident fund 1.2.2 A grievance procedure and a disciplinary procedure. 1.2.3 A job description and a job specification 1.2.4 A CV and a Resume 1.2.5 Job rotation and Job enlargement | (10) | |
| <p><u>QUESTION 2.</u></p> <p>One of the motivating factors mentioned as a way of incentivising staff is remuneration or compensation (salary) for services rendered to a business.</p> <p>2.1 Discuss, and motivate, the purpose of any remuneration / compensation /salary, management policy.</p> <p>2.2 Differentiate between, and give examples of, the 3 different forms of remuneration.</p> <p>2.3 Explain the factors used to determine the amount / value of remuneration for any position.</p> | (6) (6) (8) | [20] |
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| <p><u>QUESTION 3</u></p> <p>As the manager of a 20 room boutique hotel, you have been instructed to prepare both the <u>procedures</u> and <u>training</u> for staff, relating to the performance appraisals for a staff of 10 employees.</p> <p>Discuss this process in detail outlining the planning relating to the following relevant topics:</p> <p>3.1 The performance management process (5)</p> <p>3.2 The purpose of performance managing the employees of the hotel. (4)</p> <p>3.3 The criteria / characteristics that the appraisal must include. (4)</p> <p>3.4 The persons qualified to do the appraisal of the employees (4)</p> <p>3.5 The guidelines for effective feedback (3)</p> <p>[20]</p> | | |
| <p>SECTION B: Marketing</p> | | |
| <p><u>QUESTION 4</u></p> <p>An enterprise seldom manufactures and markets one specific product or item. In the hospitality industry this may relate to a number of service or products / food items made available to a guest. Multi product / service decisions are therefore important in order to reduce the risk of failure.</p> <p>4.1 Discuss the decision to extend the product range, using an example to illustrate how a hotel or restaurants may extend what is offered to the consumer. (5)</p> <p>4.2 Outline product diversification and how it may be applied in the hospitality industry. (5)</p> <p>4.3 Analyse the implications for a business when withdrawing a product or service. (5)</p> <p>4.4 Product differentiation is a key marketing concept, whereby a business can attract a different market segment for essentially a commonly available product or service. Discuss how a hotel product could be differentiated as to attract a different market segment. (5)</p> <p>[20]</p> | | |
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| <p><u>QUESTION 5</u></p> <p>Understanding Consumer behaviour is pivotal in marketing management, as it allows for the marketer to understand what influences and drives consumers.</p> <p>5.1 What is the difference between “overt” and “covert” consumer acts?</p> <p>5.2 Discuss the factors that influence marketing decision-making using clear examples from a consumer’s perspective, to clarify each of the factors. Apply the model to the decision to select a restaurant to celebrate a 21ST birthday party at.</p> | (4) | |
| <p><u>QUESTION 6</u></p> <p>Define the following concepts, and provide examples from the hotel or catering industry to explain the definition:</p> <p>6.1 Market segmentation.</p> <p>6.2 Relationship marketing.</p> <p>6.3 Marketing threats.</p> <p>6.4 Opinion leaders.</p> <p>6.5 Target Markets.</p> <p>6.6 Marketing strategy.</p> <p>6.7 Market Research.</p> <p>6.8 Packaging.</p> <p>6.9 Positioning Guide</p> <p>6.10 Marketing Plan</p> | (16) | [20] |
| TOTAL | (20) | [20] |
| | | 100 |