



كلية السياحة والفنادق



جامعة الإسكندرية

قسم: الدراسات الفندقية

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Answer the Following Questions

1. In order to get the best brand and a fair deal on HMA; the hotel owners need to avoid the *five common mistakes* when selecting operators and negotiating HMA. Discuss (briefly) these mistakes. (10 marks)
2. List the 10 tips that would facilitate the process of negotiating the Hotel Management Agreement HMA. (10 marks)
3. Hotel owners and hotel operators do not always share the same goals. Such difference doesn't reflect a "right or wrong" situation. Therefore, the performance standards should be negotiated carefully. Discuss (briefly) the typical performance standards from both operator's and owner's points of view. (15 marks)
4. The selection of a brand hotel operator and negotiating hotel management contract are not an easy mission. Such process may go through *four* stages. Each stage has some key-points that should be thoroughly considered. Answer each of the following: (25 marks)
 1. The Pre-Selection stage: Creating a Competitive Environment (explain)
 2. The Operator Selection stage: corporate- and project-related factors that are typically weighed in the decision matrix when reviewing RFP responses. (list)
 3. Negotiating the Bill of Rights stage: Operator's Bill of Rights (list)

.....GooD Luck.....

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الدراسات العليا - مرحلة الدكتوراه
قسم الدراسات الفندقية
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1. *"Communication helps organizations and the people in them achieve their goals. The ability to write and speak well becomes increasingly important as you rise in an organization".*

- What does communication accomplish?
- What makes a message effective?
- How to analyze business communication?

20 points

2. *"Understanding your audience is fundamental to the success of any message. You need to adapt message to fit the audience's goals, interests, and needs".*

- What are the 5 kinds of audience?
- How audience is central to the communication process?
- What do you need to know about your audience?

20 points

3. *Explain how to write positive, negative and persuasive email messages. Give examples.*

10 points

4. *In case of an employee facing an unusual incident (violence, discrimination, sexual), he should find effective constructive and non-constructive communication solutions. Discuss.*

10 points

Good Luck

I. Reading Comprehension:

The concept of quality management in hospitality industry is very important. The hospitality industry is one of the most important industries in the world that has been growing at unprecedented rate owing to the increased rate of globalization. The increased activities in tourism industry and increased international trade are among the factors that have led to increased growth of the hospitality industry. There has been increased trend towards standardization of services in the hospitality industry and this is being driven by the need for enhancement of quality of services. As the level of competition increases in the industry, the competitive advantage has been created through provision of high quality services. In order to understand the trend in enhancement of quality of services in the industry, this paper will review a number of studies on the subject.

The case of Croatia, Pavlic and Raguz (2009) discusses how total quality management has been used in Croatia in enhance of quality in the hospitality industry. In this article, authors acknowledge that total quality management is a concept that has gained increased use in the hospitality industry. In recognition of the importance of quality management in the hospitality industry, the authors acknowledge that ISO 9000 has been an important step in setting standards for the implementation of total quality management in the industry. Enhancement of quality in the hospitality industry is cited to increase the level of customer satisfaction, increased sales and better profits for business in the hospitality industry.

Croatia has been undergoing a number of changes in the recent past which have been caused by transition. In Croatia, quality enhancement has been seen in different industries but most important changes have been experienced in the hospitality industry. Pavlic and Raguz (2009) shows that transformational business strategy has been achieved in the hospitality industry through quality control of their products and services offered. There are already two hotels in the country which have already achieved ISO 9002 and are already applying total quality management in their organizations. These hotels have already put in place a quality system that has greatly improved quality of products and services. This study shows the importance of reinforcing quality management to enhanced quality in hospitality industry.

The above concept of total quality management is also reinforced in other studies. In their study on Total Quality Management in the Hospitality Industry, Saunders and Graham (2008) the concept has achieved a great deal of success in the hospitality industry. Total Quality Management (TQM) is however sometimes difficult to implement in hospitality industry owing to the difficulty in identifying some of the most appropriate quality measures. This study identified the need to use the quality triangle in hospitality industry including the focus on customers, team work approach to unify goals, and use of scientific approach in decision making. Through comparing TQM in manufacturing and hospitality industry, the study gives important review on how hospitality industry can use the TQM concept to improve their services. This study is important since it shows how organization in the hospitality industry can actually use TQM concept to enhance quality in their products and services. It is important to understand that

TQM is a wholesome approach which doesn't only look at one aspect of quality management but concentrate on quality in all aspects.

HACCP is one of the most important aspects in TQM that defines quality. HACCP defines the important points at which quality should be ensured. Through understanding the important points in the process of food production or offering of service where quality can be enhanced, it become easier to enhance quality. In her study on HACCP for the hospitality industry: history in the making, Eunice (2008) notes that while HACCP is an important factor in quality enhancement process which has been used in large food manufacturers, it has been slowly employed in the small business especially in the hospitality industry. The study found out that there are more than eleven barriers to enhancement of HACCP in enhancement of quality. This has one of the most comprehensive studies in implementation of HACCP in the hospitality industry. The findings of the study are important since they show the importance of HACCP in enhancement of quality of products and services in hospitality industry.

Quality enhancement is important in determining the rating of hotels in hospitality industry. It is also related to prices of products and services in the industry. In their study on Quality and Pricing in the Hotel Industry: The Mobil "Star" and Hotel Pricing Behavior, Henley, Cotter, and Duncan (2004) argues that price is closely tied to pricing of products. They argue that quality is one of the most important determinants of price not only in hospitality industry but also in other industries as well. However, they concede that it is fortunate that in the hospitality industry, quality evaluation and price information are available for consumer and have also been published in consumer guides. They give the example of The Mobili Travel Guides as one of the most important sources of information regarding quality and price of products offered in hospitality industry. The author sought to find whether hotels usually do change their pricing and quality strategy when their rating is affected in such consumer guides. This study found out that price is tied to quality of services and products. Most hotels raises their prices when their rating goes higher and lowers the consequently when their rating is lowered. The results of this study are important to enhancement of quality in hospitality industry. It reveals that quality of service offered has an effect on rating of the hotels and hence the price of their product.

Employees have a lot of influence on the quality of service offered by any organization. Employees are the main point of contact between organization and the customers. Following the HACCP model, this is an important point and there should be efforts to enhance quality at this point. Indeed, this point has been reinforced by Kattara, Dina, and El-Said in their study on "The impact of employee behavior on customers' service quality perceptions and overall satisfaction." In this study, Kattara et al., (2008) attempted to investigate the relationship between the positive and negative employee behavior, customer perception of the quality of service offered and the satisfaction of the employees. This study revealed that employee behaviors whether negative or positive are well correlated with customer satisfaction. Through review of past and current literature, the study found out that customer perception is mainly influenced by the quality of service they received at a given hotel. This study is important enhancement of quality in the hospitality industry since it looked at the relationship between employees and their customers.

Answer the following questions:

1. List the main points included in the different studies reviewed in the reading passage
2. Guess the meaning of the underlined words

II. Language Focus:

II.1 Fully define the following terms:

- a) Financial Forecast b) SWOT Analysis c) Seed Capital d) Marketing Plan e) Earmark

II.2 Complete with a suitable word:

1. A ----- is an artist or musician who uses only a very few simple ideas or patterns.
2. The industry attracts a high ----- of workers, in other words, it attracts highly qualified personnel.
3. An ----- is someone who starts a new business in order to make money.
4. The executive summary is a ----- overview describing the business idea.
5. A ----- is a web page that is made up of information about a particular subject, in which the newest information is always at the top of the page.

II.3 Replace the underlined word with its synonym:

1. Tomorrow's guest is increasingly likely to demand intense personalization.
2. Brand names were accused of replacing a distinctive sense of place with a bland consistency of design.

II.4 Complete the sentences with words formed from the words between brackets:

1. Hoteliers began to think of developing a more ----- (**innovate**) pleasing environment.
2. Since ----- (**compete**) on price isn't a good strategy in the hospitality industry, hotels have to find a ----- (**vary**) of ways to distinguish themselves from their competitors.
3. One of the most ----- (**persist**) trends hotels will ----- (**certain**) need to address is the ----- (**change**) age profile of society.

III. Writing:

Write on ONE ONLY of the following topics:

- Future developments in how hotels cater to their guests
- Brief discuss a major corporation with its different brands and the market segments they cater to.