

**SCHOOL OF HOSPITALITY**

**FINAL EXAMINATION**

Student ID (in Figures) : 

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Student ID (in Words) : \_\_\_\_\_  
\_\_\_\_\_

Subject Code & Name : **BHM 3303 Innovation and Contemporary Issues in Hospitality and Tourism**  
Semester & Year : January-April 2016  
Lecturer/Examiner : Ms. Dewi Pratomo  
Duration : 3 Hours

---

**INSTRUCTIONS TO CANDIDATES**

- 1. This question paper consists of 2 parts:**  
**PART A (70 marks) : FIVE (5) short answer questions. Write your answers in the Answer Booklet(s) provided.**  
  
**PART B (30 marks) : ONE (1) scenario question. Write your answers in the Answer Booklet(s) provided.**
- 2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.**
- 3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.**
- 4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.**

**WARNING:** The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

**Total Number of pages = 4 (Including the cover page)**

**PART A : SHORT ANSWER QUESTIONS (70 MARKS)**

**INSTRUCTION(S)** : Answer all questions in this section. Write your answers in the Answer Booklet(s) provided

---

1. Explain the difference between **“Soft Human Resource Management”** and **“Hard Human Resource Management”** and its implication on today’s workforce. (10 marks)
2. Hotel managing companies date back to early 1900s. Back then, the normal method to supply management services was through total property leases by which the operator leased the hotel from the owner. It was only between 1950 and 1960, following the global hotel expansion, that management agreements were created to provide a buffer against the operating risk associated with unknown uncertainties. Critically evaluate **FIVE (5)** advantages and **FIVE (5)** disadvantages of owner and operator on lease terms. (15 marks)
3. Discuss **THREE (3)** expert hotel valuation techniques and analyse their limitation for the hotel industry (15 marks)
4. Innovation is a very important part of change and growth in any industry.
  - a. Outline the following **THREE (3)** types of innovation:
    - i. Product Innovation
    - ii. Process Innovation
    - iii. Marketing Innovation (6 marks)
  - b. Illustrate using an example of each of the **THREE (3)** types of innovation mentioned above for the hospitality and tourism industry. (9 marks)
5. As tourism becomes more global, new forms of tourism spring up continuously. A number of these forms of tourism are very contentious and have significant ethical issues.
  - a. Briefly outline **THREE (3)** forms of contentious tourism. (6 marks)
  - b. Analyse the ethical sides (i.e. pros and cons) of each of the **THREE (3)** forms of contentious tourism that you describe in your answer to question 5a. (9 marks)

**END OF PART A**

**PART B****: SCENARIO QUESTION (30 MARKS)****INSTRUCTIONS**

: Read the given case and write your answers in the Answer Booklet(s) provided.

---

**HOTEL-The Hotel Paris chain**

**Case:** This is a case study of the **Hotel Paris chain** in relation to its recruitment and training needs.

The Hotel Paris chain competitive strategy is “To use superior guest service to differentiate the Hotel Paris chains’ properties, and to thereby increase the length of stay and return rate of guests and thus boost revenues and profitability”. New HR manager Lisa Cruz is responsible for formulating functional policies and training activities that support this competitive strategy by eliciting the required employee behaviors and competencies.

As a longtime HR professional Lisa Cruz is well aware of the importance of effective employee recruitment. If the Hotel Paris properties do not get enough applicants, they cannot be selective about whom they hire. If they cannot be selective about who to hire, it isn’t likely that the hotels will enjoy the customer-oriented employee behaviours that the company’s strategy relies on. Moreover, the selected candidates tend to remain with the hotels for a very short time before moving to other hotels, causing a significant loss through recruitment and training expenditure. She is therefore disappointed to discover that the Hotel Paris chain is paying virtually no attention to the job of recruiting prospective employees. Individual hotel managers slap together ‘help wanted’ advertisements when they have positions to fill and no one in the chain has any measurable idea of how many recruits these advertisements are producing or which recruiting approaches work the best (or work at all). Lisa knows that it is time to step back and get control of the hotels’ recruitment and training functions. Currently there are huge difference in the attitudes and working styles of different employee generations (Baby boomers, Generation X and Generation Y) and it has resulted often in work conflicts.

As they review the details of the hotels’ current recruitment practices, Lisa and the firm’s Chief Operating Officer become increasingly concerned. What they find is that the recruitment function is totally unmanaged. The previous HR director had simply allowed the responsibility of recruiting to remain with each separate hotel, and the hotel managers, not being human resource professionals, usually took the easiest path when a job became available, such as placing ‘help wanted’ ads in their local papers. There was no sense of direction from the hotels’ headquarters regarding what sorts of applicants the company preferred and what media and alternative sources of recruits its managers should use for the recruitment process’s effectiveness.

The company ignored recruitment metrics such as the number of qualified applicants per position, percentage of jobs filled from within, the offer-to-acceptance ratio, acceptance by source of recruitment, turnover by source of recruitment and selection test results by source of recruitment. It is safe to say that achieving the Hotel Paris chain's strategic aims depends on the quality of the people that it attracts and trains for employment at the firm. "What we want are employees who will put our guests first, who will use initiative to see that our guests are satisfied and who will work tirelessly to provide our guests with services that exceed expectations" said the Chief Operating Officer. Lisa and the Chief Operating Officer both know this process has to start with better recruiting. The Chief Operating Officer gave her the green light to design a new recruitment process.

*Source: Adapted and modified from Dessler, G 2011, Human Resource Management 12th ed., Pearson Prentice Hall.*

1. Given the **Hotel Paris chain** stated employee preferences, describe **TWO (2)** contemporary recruiting sources Lisa Cruz should use, and why. (5 Marks)
  
2. Suggest **TWO (2)** ways the **Hotel Paris chain** can measure the effectiveness of their recruiting efforts. (10 Marks)
  
3. What training and development programs should be implemented in the **Hotel Paris chain** in order to help them to reduce the employee turnover rates of the hotels? (5 Marks)
  
4. What other human resource initiatives could be undertaken by the **Hotel Paris chain** in order to help with the overall performance of the employees in the organization? Please relate your answers to Gen Y preferences for employment. (10 Marks)

**END OF EXAM PAPER**