

FACULTY OF HOSPITALITY AND TOURISM
SCHOOL OF HOSPITALITY
FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **HOS2003 FACILITIES MANAGEMENT**
Semester & Year : January - April 2020
Lecturer/Examiner : Mr.Gobein
Duration : 4 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:

PART A (60 marks) : Two (2) scenario based questions. Answers ALL question written in the Answer script.

PART B (40 marks) : TWO (2) essay questions. Answer in not less than two full pages written in the Answer script.

2. This question paper must be submitted along with the typed answer script.

WARNING: The University Examination Board (UEB) of BERJAYA University College 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.

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

PART A : SCENARIO QUESTION (60 MARKS)

INSTRUCTION(S): TWO (2) scenario based question **ALL** question written in the Answer script.

Question 1

The hotel industry in Indianapolis has been particularly vulnerable to outsourcing. Long-time workers say it's played a significant role in the disappearance of African American workers from hotel staffs in recent years, as well as in the establishment of a Latino underclass in the city's service industry.

Just a few years ago, the vast majority of workers toiling in Indianapolis hotels worked directly for the hotels. But now, a considerable chunk of the housekeeping staff is employed by an agency called Hospitality Staffing Solution (HSS) The Georgia-based firm has become the beast in hospitality labor outsourcing, supplying workers to companies in more than 30 cities across the country.

Most of the workers said they tend to be replaced with HSS workers, usually at a few bucks less per hour and without benefits. The outsourcing has even hit skilled jobs such as kitchen cooks.

Although the workers may perform identical duties, the outsourcing has created two distinct classes within hotels -- the lesser-paid agency laborers, who consider themselves second-class, and the direct hires, many of whom feel threatened by the growing presence of cheaper labor.

A hotel chain could certainly save a few dollars by shifting some of its workforce to an outside agency -- an arrangement that benefits both the hotel and the labor supplier. Freed of the duties that go with being an employer, the hotel would no longer need to provide a full-time worker with costly benefits, nor would it be responsible for how much the worker gets paid. It would simply pay a fee for each hour of work supplied by the agency.

They estimate that roughly a third of the menial work done in the hotel -- cleaning rooms, washing dishes -- is now handled by agency laborers.

The decision whether to outsource is a question nearly all hotels will have to address at some point. The practice of outsourcing has been increasing every year in the hospitality industry. The argument for outsourcing is, in the majority of cases, driven by a desire to reduce cost while at the same time maintaining or even elevating quality of service.

1. Discuss the advantage of outsourcing (10 marks)
2. Discuss the disadvantage of outsourcing (10 marks)
3. Discuss the process of outsourcing (10 marks)

Question 2

According to *David Stipanuk (2006)*, 'risk management requires an integrated effort to reduce the causes and effects of safety and security-related incidents of all types' (*Hospitality Facilities Management & Design, AHLIE; USA, p.123*).

- a) Using examples of safety or security hazard encountered in the business of your choice, apply the **FIVE (5)** steps to develop the hazard plan.

(10 marks)

- b) Choose and explain **3 (THREE)** different types of hazards from its classifications, assess the risk and **APPLY** the risk assessment.

(20 Marks)

(60 marks)

END OF PART A

Part B : ESSAY QUESTION (40 Marks)

INSTRUCTION(S): TWO (2) essay question. Answer in not less than two full pages written in the Answer script.

Question 1

Critically evaluate ways in which the Facilities Manager in a Hotel can help the business to succeed with regards to **FIVE (5)** specific areas of concern: Cost Management, Relationship to the core Operations of the Business, Systems, Impact on People and Impact on Planet. Ensure you use examples for all areas of concern.

(20 Marks)

Question 2

Historically, the Hotel Facilities Manager was the Maintenance person, a jack-of-all trade's handyman or woman whose work was largely *reactive* in nature, that is, fixing assets in the facility that had broken. In recent times, as the broad definitions on the previous page depict, the Facilities Manager has involved into a strategic role that is *proactive* in nature. Analyse **EIGHT (8)** key performance responsibilities of Facility Manager to understand the relationship of the Facility Manager to the core business operation.

(20 Marks)

(40 marks)

END OF EXAM PAPER