



OFFICE OF THE DEPUTY VICE-CHANCELLOR  
ACADEMICS, RESEARCH AND STUDENTS' AFFAIRS

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# UNIVERSITY EXAMINATIONS

## 2025/2026 ACADEMIC YEAR

THIRD YEAR FIRST SEMESTER MAIN/REGULAR EXAMINATION

FOR THE DEGREE IN HOTEL AND HOSPITALITY MANAGEMENT

**COURSE CODE: BHM 312**

**COURSE TITLE: HOSPITALITY SERVICES MANAGEMENT**

**TIME: 3HOURS**

INSTRUCTIONS TO CANDIDATES

- SEE INSIDE THIS PAPER CONSISTS OF 2 PRINTED PAGES
- PLEASE TURN OVER

**MAIN/REGULAR**  
**BHM 312 HOSPITALITY SERVICES MANAGEMENT**

**STREAM: BHM**

**DURATION: 3 HOURS**

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**INSTRUCTIONS TO CANDIDATES**

- i) Answer question **ONE** and any other **TWO** questions
- ii) Do not write on the question paper

**Question One-**

- ai) Distinguish between Hospitality Services and Hospitality products (2marks)
- ii) Explain **THREE (3)** significance of service industries in the modern economy (5marks)
- ii) Outline **THREE (3)** attributes of services and explain how they affect their delivery and consumption compared to tangible products. (6marks)
- bi) Explain the meaning of a service design in the hospitality industry (2marks)
- ii) Discuss **THREE (3)** components of a good service design. (6marks)
- c) A mid-sized hotel chain has been experiencing declining customer satisfaction scores and stagnant productivity levels in its service operations over the past year. As a service management consultant,
  - i) Analyze the possible **THREE (3)** methods the hotel can use to improve service productivity and quality over time. (3marks)
  - ii) Recommend **THREE (3)** strategies and explain how they would address these challenges effectively (3marks)
- d) Global trends in service management and competition in 2025 are driven largely by advances in technology, especially artificial intelligence (AI), automation, and data analytics. Organizations are increasingly adopting AI for practical applications
  - i) Outline **THREE (3)** ways in which AI can be useful in the service industry without posing a redundancy threat to the employees. (3 marks)

- ii) Elaborate **TWO (2)** key elements of a successful customer loyalty program (2marks)

### Question Two

a) A boutique hotel chain wants to improve its guest experience to increase customer satisfaction and loyalty. They currently face issues with check-in delays, inconsistent room cleanliness, and limited personalized services.

- i) Using service design principles, analyze **SIX (6)** steps the hotel should take to redesign its service delivery. (6marks)

ii) Discuss **FOUR (4)** points on how these steps can help address the challenges and enhance overall service quality. (4marks)

b) Explain **FIVE (5)** ways in which hospitality establishments can engage in in order to use local culture and traditions to create a memorable experience that differentiates them from global chains. (10marks)

### Question Three

a) Creating breakthrough services in the hospitality industry involves offering innovative, high-quality experiences that exceed customer expectations, differentiate from competitors, and foster customer loyalty. Elaborate on **FIVE (5)** points hoteliers can use in order to create break through services (10marks)

b) A local restaurant struggled with inconsistent customer service until the management decided to cultivate a service culture focused on customer-centric values.

- i) Explain **FIVE (5)** importance of cultivating a service culture within an organization and how it promotes customer-centric values. (5marks)

ii) Discuss **FIVE (5)** key strategies an organization can use to develop a customer-focused service culture. (5marks)

### Question Four

a) A luxury hotel faced increasing customer complaints about delays in check-in and room service quality. To address this, management implemented the SERVQUAL tool, which measures service quality

- i) Explain the Meaning of SERVQUAL (4marks)

i) Elaborate on the **FIVE (5)** dimensions of the SERVQUAL model used to measure service quality (10marks)

b) Discuss **SIX (6)** strategies of achieving consistent customer satisfaction (6marks)

**Question Five**

a) Explore **FIVE (5)** impacts of digital platforms on enhancing guest satisfaction and retention in the hospitality industry. (10marks)

b) Discuss **FIVE (5)** ways in which productivity and quality improvement techniques hoteliers can use to enhance service delivery while maintaining customer satisfaction. (10marks)