



FINAL
Examination Paper

(COVER PAGE)

Session : April 2014

Programme : Diploma In Hotel Management (DHMN/DHM)

Course : COM2114/COM2101 : Workplace Communication

Date of Examination : July 24, 2014 (Thursday)

Time : 8:00 am – 10:00 am Reading Time: Nil

Duration : 2 Hours

Special Instructions :

Answer ALL questions.

Materials permitted : Nil

Materials provided : Nil

Examiner (s) : Ms Malini K.N.S. Nair, Ms Tina Cheah

Moderator : Ms Allison Wang Mun Kuen

This paper consists of 5 printed pages, including the cover page.

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DIPLOMA IN HOTEL MANAGEMENT (DHMN/DHM)
COM2114/COM2101 : WORKPLACE COMMUNICATION
FINAL EXAMINATION: APRIL 2014 SESSION

Instructions : This paper consists of **FOUR (4)** questions. Answer **ALL** questions.
Write your answers in the answer booklet provided.

Section A Short Case Studies (40 marks)

Answer **BOTH** Case Studies

Case study 1 : (20 marks)

“Great Location with Terrible Service”

I stayed in this hotel with my wife and 7 year old daughter. Great location. I enjoyed the sun set from the deck just on the sea. Great swimming pool. My room was little away from the reception area just opposite the road. Room was good which was partially sea view and partially hill view. Clean room. My experience is given below.

1. After check in, I booked the hotel mangrove tour. The lady who booked my tour, directed me to be present at the reception at 9.45 am next day. Accordingly, I was ready but the driver came early and literally dragged us from the breakfast area using filthy language in front of other tourists. When I said that I was directed to be present at 9.45 am, he showed me something which said clients have to be ready one hour before the start time. Repeatedly I told him that I was not given this instruction by the tour manager. He continued showing me his annoyance. After reaching the jetty, we came to know that their boat was not ready and we had to wait for 30 to 45 minutes. I lost my mood and I decided to come back.
2. In my room there was an old noisy fridge which disturbed our sleep. I complained twice with reception, my wife twice and my daughter once. No response and action. An hour later, one person came and he did not understand anything. The person did not know English and just gave blank looks. He left without understanding the problem.
3. In the hotel restaurant, the servers could not speak or understand English. They served something which I had not ordered meant for another table. He forgot one of our important orders and when reminded, he ran into the kitchen. In the meantime another server served us juice which we had not ordered. I find it was also happening with others clients.

So I will not recommend this hotel to stay. A bunch of unprofessional jokers are running this great hotel with a great location. In terms of service, I had only one good experience that is smooth check in and one bellboy helped me carry luggage to my room.

Flavio Bertolli on 'TripAdvisor', Dec. 2013

1. List and discuss the **THREE (3)** major communication barriers in this case study?
(10 marks)
2. Explain **TWO (2)** ways the hotel management can overcome these barriers.
(10 marks)

Case Study 2 (20 marks)

Irma is the assistant manager for a family owned restaurant and her counterpart in the evenings or on weekends she has off is Garland. Garland and Irma have distinct management styles but each seems to get the job done, but in a different way. Irma tends to be a “by the book” kind of girl and will strictly enforce all policies and procedures with all employees, no exceptions. On the other hand, Garland is more “laid back” and doesn’t mind flying by the seat of his pants.

The restaurant has a big event coming up for the weekend. It is an 80th birthday party for Grandma Smith and the Smith family has reserved the large party room to accommodate the 150 guests they are expecting. Irma will be working the event on Saturday but has the day off on the Friday before and Garland will be working.

On Friday, the day before the event, Leroy Smith calls into the restaurant to make sure everything is set and talks with Cora, the hostess for the day. Leroy reminds Cora that they will be bringing in their own birthday cake so they will need plates and forks for serving it. He explains a “good friend of the family” will be making the cake and bringing it over.

Cora remembers something Irma told her about not bringing in “outside food” so she relays the message and her concern to Garland. Garland pats Cora on the shoulder and tells her “not to worry, it’s only a birthday cake and we wouldn’t want to ruin Grandma Smith’s birthday” followed by, “you know how uptight Irma can get at times”. Cora is confused and doesn’t know what to do; she’s worried about what might happen when Irma comes in tomorrow. So, she persists and asks Garland if he wants her to call Leroy back and tell him he cannot bring the cake. Given the closeness of the event and what Garland believe is a “silly rule anyway” (no outside food allowed in the restaurant), Garland brushes off Cora’s concern and again tells her not to worry. The next day, Cora comes to work, although she would rather have “called in sick” knowing that Irma will likely be upset with the cake situation. Cora and Irma are scrambling to get set up for the 80th birthday party when a woman arrives with a large cake and proceeds to march through the dining room into the kitchen. Cora follows her and puts it into the walk-in cooler – noting the delicious looking custard frosting. Irma sees Cora and asks what she’s doing. Cora indicates it’s the cake for the birthday party and that the “friend of the family” who made it, just delivered it. Irma blows up, “What do you mean she just dropped off the cake for the party? You know we don’t let people bring in any food from the outside.” Cora is mortified, and states, “Garland told me yesterday they could bring the cake in since it was so close to the event and we couldn’t get a cake made in time for them”.

A follow-up to the story: A few days after the event, Garland gets a call from Leroy Smith. Leroy states over half of the party goers have come down with “food poisoning” and he is sure it was the food they ate. Garland tries to respond intelligently and states he will look into it. A week later Garland learns the cake was the culprit. Some left over cake had been served to friends not attending the party and they became ill also. The cake contained a custard frosting and had not been properly refrigerated prior to delivery to the restaurant.

Given the scenario above, answer the following questions:

3. List and explain the **THREE (3)** communication challenges and barriers in the above case?
(10 marks)
4. Suggest and explain **THREE (3)** solutions that might be considered in addressing the problems described in the case?
(10 marks)

Section B (10 marks)

Define the following terms:

- (a) background signals
(1 mark)
- (b) noise
(1.5 marks)
- (c) discrimination
(1.5 marks)
- (d) interpersonal communication
(1.5 marks)
- (e) perception
(1.5 marks)
- (f) non-verbal communication
(1.5 marks)
- (g) empathy
(1.5 marks)

Section C (20 marks)

Refer to Case Study 1

You are the Manager of the hotel where Flavio Bertolli and his family had spent their holiday. You read about their bad experience on *TripAdvisor*. Write a **letter of apology** to Mr. Bertolli. Use the full block format, and include any relevant detail you feel necessary. End your letter with a goodwill statement.

Section D : Short Essays (30 marks)

Answer **BOTH** questions.

1. Why is maintaining positive body language important while working with clients and colleagues?
(15 marks)
2. Explain **FIVE (5)** ways to promote positive communication climate in the workplace.
(15 marks)

-THE END-

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