

2004/2005 SEMESTER 2 – SEMESTRAL EXAMINATION

Course : Diploma in Sport and Wellness Management

Module : BM0364 – Country Club and Resort Management

Mar/Apr 2005

Time Allowed: 2 hrs

INSTRUCTIONS TO CANDIDATES

1. This examination paper consists of Seven (7) pages, including this page.
2. Answer ALL questions in Section A. (30 marks)
3. Answer any TWO (2) questions in Section B. (40 marks)
4. Answer ALL questions in Section C. (30 marks)
5. ALL answers must be written in the answer booklet provided.
6. Start a new question on a fresh page and indicate the question number clearly.

SECTION A (30 marks)
Answer ALL Questions

Question 1

- a) Food and Beverages (F & B) operations are one of the main services Country clubs provide to enhance their members' experience.

List **FOUR (4)** types of F & B services offered by country clubs.

(4 marks)

- b) State any **THREE (3)** health and safety considerations catering services providers should take into account on club premises.

(3 marks)

- c) Promotions and special evenings are the means adopted by club and resorts managers to draw their members to patronize their F & B outlets.

Give any **FOUR (4)** examples of these promotional activities and briefly describe how these practices are implemented.

(8 marks)

Question 2

- a) Clubs and Resorts differ in their primary objectives when organizing programmes and activities for their members.

Briefly explain the main difference between the objectives of clubs and resorts in organising programmes and activities.

(4 marks)

- b) As a sport management professional, you will legally be held to a standard of care towards the participants when conducting clubs or resorts programmes and activities.

List and briefly describe any **THREE (3)** of these legal duties (*duty of care*).

(6 marks)

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- c) To ensure that the club facilities and equipment function efficiently throughout the year, the club management needs to have regular and proper maintenance programmes. One common practice is the “Cyclical” maintenance programme.
- i) Explain briefly the term “Cyclical” maintenance programme.
(2 marks)
- ii) List **TWO (2)** advantages of using this practice.
(3 marks)

END OF SECTION A

SECTION B (40 marks)**Answer any TWO (2) of the THREE (3) Questions****Question 3**

St George Marine Spa, one of Singapore's most luxurious Spas, has opened its fifth branch on Sentosa Island last Sunday. The Spa is based on a European hydrotherapy concept which provides water treatments, Swiss showers, hydrobaths, blitz showers, effusion showers and marine Spa pools to its members and guests. This is another strong evidence of an increase in the prominence of water as a form of therapy used by more Spas operating in Singapore.

- a) Name and briefly describe the **THREE (3)** categories of Spas operating in Singapore.
(6 marks)
- b) Spa services claim to provide services that have therapeutic effects for their customers. List any **SIX (6)** of these claims.
(6 marks)
- c) The Singapore government recently established new rules and made a distinction between spas and massage establishments.

Briefly describe the requirements stipulated by the authorities before an establishment can be registered as a spa.

(8 marks)

Question 4

Managing contractors on site is an area that can cause club managers the greatest problem. These contractors may not share the same concerns that club managers normally have to protect and safeguard their property and members' interests.

- a) List and describe **FOUR (4)** conditions that you should stipulate in your contract to ensure that your property and members' interests are safeguarded.
(8 marks)
- b) Clubs normally maintain some of their facilities themselves and outsource the maintenance of the others to external contractors.
 - i) Briefly explain the advantage of appointing an external contractor to maintain the club facilities.
(3 marks)

- ii) Give **THREE (3)** examples of club facilities that the management will most likely outsource to external contractors for their maintenance.

(3 marks)

- c) One of the reasons for clubs and resorts to outsource their Food and Beverages (F & B) outlets to contractors is the problems in managing the kitchen staff.

Briefly describe **THREE (3)** common problems that can arise from poorly managed kitchen staff.

(6 marks)

Question 5

Country Clubs are becoming increasingly dependent on Information Technology (IT) to provide higher quality services to their members. As a result, IT is now an integral part of front-line service at the club.

- a) Briefly explain **THREE (3)** reasons for the growing importance of IT application in club and resorts management.

(3 marks)

- b) List and describe **TWO (2)** areas where IT can contribute to the efficiency of the club's front-line operations.

(4 marks)

- c) Your supervisor has recently asked you to evaluate a new golf course management system.

Identify any **THREE (3)** information that the new system must provide to help you organise a golf tournament for your club members.

(3 marks)

- d) Briefly explain the steps that you will go through in purchasing the new golf course management system.

(10 marks)

END OF SECTION B

SECTION C (30 marks)**Answer ALL Questions from the case study****AILING COUNTRY CLUB LOSES BATTLE FOR NEW MEMBERS****- Memberships at Punggol club to be cancelled, facilities opened to public.**

After a 15-month battle to revive the Marina Country Club in Punggol by offering membership at a fraction of the original price, its managers have thrown in the towel, saying they are losing about \$150,000 a month. From next month, the club will terminate the memberships of the 600 plus who belong to it and open its facilities to the public.

The 9.7ha club owns the Ubin Resort on Pulau Ubin, as well as a boathouse that can hold more than 700 craft, sea sports facilities like water-skiing and wake-boarding, restaurants and an Olympic-sized pool. The club, one of the yachting clubs here, was built as Punggol Marina in 1997 at a cost of \$50 million. It charged around \$30,000 for membership and about \$120 a month.

Its downhill slide began when it amassed \$18 million in debt. This came to light in 2003 and it was placed in receivership. Membership was terminated and none of those who belonged then got their fees back. Private investment firm PM Marina, made up of investors in such entertainment businesses as karaoke and boating, ran it then.

It eventually bought it in May 2003 for \$11 million and re-launched it as the Marina country Club in November that year promising to provide a pool, a gym, a spa and a KTV lounge. To boost membership, it offered entry to the club for \$1,500 and monthly fee of \$60. The strategy, said its chief executive, Mr Eric Low, was to reach out to everyone living in Punggol and the east.

He hoped to attract at least 3,000 members the first year. In an interview last week, he told the Straits Times about 600 had joined. "The critical mass is just not there. So the shareholders have decided to restructure the club," he said.

Asked about long-term plans, he would only say that "things are still on the drawing board; we're still waiting for some better ideas".

Members were told of the club's latest direction last week in a letter, which said it would "invite new service providers to open restaurants, shops, etc".

The managers promised to refund their entrance fees, as well as waive their January subscription, and offered them discounts on food and berthing fees till the end of the year.

To cut costs, the letter said, Ubin resort would be open only for group events."

Source : Jan 2005 The Straits Times

Question 6

- a) *"From next month, the club will terminate the memberships of the 600 plus who belong to it and open its facilities to the public."*

Briefly explain whether Marina Country Club has the right to terminate its membership.

(3 marks)

- b) List the **FIVE (5)** key success factors of a club.

(5 marks)

- c) Using facts available from the above case, briefly explain whether Marina Country Club has achieved the **FIVE (5)** key success factors you identified in 6 b).

(10 marks)

- d) The threat of legal claims from members, guests and the general public against the club management arising from disagreements or quarrels, is a real one. To protect themselves, their staff and members, they buy insurance policies in various forms. Prudent clubs should work out the insurances they need as some are necessary and others are optional.

List **THREE (3)** necessary and **THREE (3)** optional insurance policies and briefly describe their coverage.

(12 marks)

END OF SECTION C

END OF PAPER