

2006/2007 SEMESTER 1 - SEMESTRAL EXAMINATION

Course : Diploma in Sport and Wellness Management

Module : BM0364 – Country Club and Resort Management

Aug 2006

Time Allowed: 2 hrs

**INSTRUCTIONS TO CANDIDATES**

1. This examination paper consists of **SIX (6)** pages including this page.
2. There are **THREE (3)** sections in this examination paper.
  - (a) Answer **ALL** questions in **Section A** (30 marks)
  - (b) Answer **TWO (2) out of THREE (3)** questions from **Section B** (40 marks)
  - (c) Answer **ALL** questions in **Section C** (30 marks)
3. All sections should be answered on the answer booklet(s) provided.
4. Start a new question on a fresh page and indicate the question number clearly.
5. The question paper carries a total of **100 marks**.

**SECTION A (30 marks)**

**Answer All Questions**

**Question 1**

- a) Name the first sports club in Singapore and explain the role of sports clubs in colonial times.

(3 marks)

- b) Define a Resort.

(2 marks)

- c) Clubs and Resorts differ in their primary objective when organising programmes and activities for their members and patrons. Briefly explain **TWO (2)** main differences between the objectives of (i) clubs and (ii) resorts in organising programmes and activities.

(4 marks)

- d) Many neighbouring countries are trying hard to be the “SPA resort capital of South East Asia”. State and briefly explain **THREE (3)** reasons for such a demand.

(6 marks)

**Question 2**

- a) Food and Beverage (F&B) operations are one of the main services Country Clubs provide to enhance their members' experience. List **THREE (3)** types of F&B services offered by country clubs.

(3 marks)

- b) Explain briefly **THREE (3)** factors that country clubs may consider when deciding different types of F & B services in their facilities to suit the profiles of its members and the image of the clubs or resorts.

(6 marks)

- c) Providing good memorable dining experience is the prime objective of every F & B outlets in country clubs, hotels and resorts. State and briefly explain **THREE (3)** essential areas to focus on when providing such services.

(6 marks)

**END OF SECTION A**

**SECTION B (40 marks)**

**Answer any 2 out of the 3 questions. Each question is 20 marks.**

**Question 3**

You are the manager of sports and recreation department in Best Country Club. There is a total of 30 full-time and part-time staff in your department. There are instructors for squash, tennis, group fitness, aquatic program and the fitness centre. The classes for tennis, aquatic and group fitness used to be popular among female members. You realised that the numbers enrolled for tennis and fitness classes have been declining.

You also realised several factors:

- there are a number of new part-time instructors in the sports and recreation department,
- there is a new female-only fitness club opened, 5 minutes drive away.
- the members' retention strategies used by the club seem to be ineffective.

- a) Briefly explain **THREE (3)** reasons why you should be concerned with membership retention.

(6 marks)

- b) Describe any **THREE (3)** suitable membership retention strategies that can be used to maintain good customer satisfaction in your sports and recreation department.

(8 marks)

- c) The club introduced a system to update and track the profile and usage record of each member. Explain how such a system can help you to handle your declining participation of female members in your sports program.

(6 marks)

**Question 4**

- a) The spa business is growing rapidly in the region. In Singapore, the spa industry is estimated to be worth \$120 million and growth next year is expected to be about 15% again.

- i) Define what a "spa experience" means to you.

(5 marks)

- ii) Briefly explain **TWO (2)** factors that contribute to the growth of the spa industry in Singapore.

(5 marks)

- b) Briefly explain **FIVE (5)** different trends that are affecting the development of country clubs in this region.

(10 marks)

**Question 5****Furore over private Sunday event**

Some disgruntled Singapore Island Country Club members are petitioning its general committee not to allow private tournaments to be staged on its golf courses during peak periods.

Explained a member, who declined to be named: 'SICC always prides itself as a members' club. But the decision to hold this private tournament on a Sunday is not in our interests. 'We're not asking for the club not to host any private tournaments if it helps to boost revenue. 'But they can easily do it on a weekday.' Said one: 'We chose to take action now because club captain Lam Pin Thiam's election manifesto included putting members' interests ahead of staging private golf tournaments. 'Besides, there is now more demand.

What they take exception to is the staging of private golf tournaments during peak periods, where the justification of the 'making of a small amount of revenue' is 'unacceptable' and 'runs contrary to the purpose and spirit of an exclusive members' club'. The Straits Times understands that the group of petitioners is targeting at least 300 signatures. They have collected over 200 so far. The club has 7,500 principal members. Said another member of the group: 'We have way over 200 signatures now. Getting 300 should be no problem. 'Once we reach that, we could call for an extra-ordinary general meeting - if there is a need for one.'

Adapted from the Straits Times, 16 May 2006

- a) State the type of country club by which the Singapore Island Country Club (SICC) is classified.  
(1 mark)
- b) Identify and briefly explain the methods used in appointing officials in SICC.  
(3 marks)
- c) In relation to the article, explain the challenges faced when managing such clubs.  
(5 marks)
- d) Briefly describe any **SIX (6)** roles and responsibilities of a Golfing Manager in a country club.  
(6 marks)
- e) State any **FIVE (5)** steps that clubs have taken to support their F&B operations as part of efforts to provide good quality overall service to their members.  
(5 marks)

**End of Section B**

**Section C (30 marks)**

**Answer All Questions from the case study**

**Question 6**

**Location underlines One°15 confidence**

Arthur Tay, chairman of new marina club One °15, is a brave man. As other clubs face financial difficulties and declining patronage, he is confident that his club, at Sentosa Cove, will do well. According to him, Sentosa will become a playground for the rich in the next five years, when all the developments on the island are complete. In addition, the government's decision to relocate an integrated resort there will bring in a high-rolling crowd, he believes.

Mr Tay, who first had the idea of setting up a marina club on Sentosa about 10 years ago while playing golf there, says location will make all the difference. He has a lot riding on One°15. SUTL, of which he is chairman and managing director, has aside \$70 million to ensure the club's success. The group deals with lifestyle product and services. Mr Tay say that so far he has "close to 1,000" members, about 35 per cent of whom are expats and foreigners. While the take-up rate is a bit slower than expected, he believes it will pick up as Sentosa Cove and surrounding developments draw more attention, locally and internationally. About 10 per cent of existing members, for example, own homes in Sentosa at the moment.

In addition, there is no danger of the RTC saga repeating itself at One°15, Mr Tay promises. One°15 will be "exclusive", as legal agreements prevent the club having more than 4,000 members. About 5,000 RTC members sued the club for admitting more members than they thought it would. In fact, to reward earlier customers, membership fees will be increased from the current \$23,888 to \$26,888 in three months' time. And as for the difficulties faced by other clubs, he offers these words of wisdoms: "All clubs need to wake up and create value for existing members." Clubs need to update their facilities to retain member loyalty, he reckons. They should strive to be like second homes, with members having a vested interest in keeping them going. One°15, Mr Tay says, will strive to do just that once its clubhouse is up and running in 2007. The club is already in operations.

Adapted from The Business Times, 10 Oct 2005

- a) Identify **THREE (3)** unique features of One°15.

(6 marks)

- b) Despite a less than expected uptake of membership, explain briefly why did the club still increase membership price from \$23,888 to \$26,888.

(3 marks)

- c) Briefly explain the Raffles Town Club saga. Explain how can One°15 not repeat the situation faced the Raffles Town Club.  
(4 marks)
- d) Identify and briefly describe the target market group of One°15.  
(3 marks)
- e) State and briefly explain **FOUR (4)** factors how One°15 can afford to have a target market group different from other local country clubs such as the Singapore Island Country Club and the Changi Beach Club.  
(8 marks)
- f) Besides the advantages that Mr Tay claims the One°15 has, identify **THREE (3)** other factors that can contribute to club membership retention.  
(6 marks)

END OF PAPER