



ICM

SEPTEMBER 2015

ORGANISATIONAL BEHAVIOUR & HOSPITALITY MANAGEMENT

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1.
 - a) Briefly define **organisational behaviour**. [4]
 - b) Describe the **four-stage cycle** of the learning process as conceived by David Kolb. [4 each]
 2. With the aid of suitable examples, examine the FIVE factors that affect demand for labour in the hospitality industry. [4 each]
 3.
 - a) Making due reference to at least one motivational theory, compare and contrast content and process theories on motivation. [5 each]
 - b) You work in a hotel where it is acceptable for staff to enhance their salary with tips from the guests. Evaluate how you would motivate staff to ensure that they treat all guests in the same way and not in terms of the tips they receive. [10]
 4. Tuckman defined four stages that groups will go through as they develop and establish a working relationship. Using examples of your own choice, evaluate these FOUR stages. [5 each]
 5. For a hospitality business with which you are familiar:
 - a) Appraise whether it is 'mechanistic' or 'organic' in structure.
 - b) Discuss whether you feel it is the most successful form for the business and explain why. [10 each]
 6. Explain how members of staff of a Michelin-starred restaurant might deal with the following situations:
 - a) A customer insists on smoking at the table.
 - b) A customer behaves in a manner which is upsetting other customers.
 - c) A customer behaves in such a manner which is offensive to a member of staff.
 - d) A customer refuses to pay their bill as they are dissatisfied with the service given. [5 each]
 7. It is important for hospitality companies to be close to their customers to ensure continuity of service. Consider a service encounter you have experienced as a customer. Evaluate:
 - a) the factors that made the experience successful or unsuccessful
 - b) any improvements you would make, to improve the experience for other customers [10 each]
 8. With the aid of a suitable example hospitality organisation of your choice, examine to what extent it contributes to its environment or the local community, in particular with regard to environmental and employment practices. [20]