



ICM

SEPTEMBER 2015

THE HUMAN RESOURCE IN HOSPITALITY

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) Human Resources sometimes experience issues with staff in the hospitality industry which may result in disciplinary action. Discuss. [10]
b) Describe THREE different styles of manager. [10]
 - 2. a) Outline the details that are required on an 'appraisal' form. [10]
b) Provide a check list of 'dos' and 'don'ts' suitable for an effective appraisal. [10]
 - 3. Describe the different forms of job evaluation techniques, giving both their advantages and disadvantages. [20]
 - 4. Identify the main reasons for labour turnover and its implications to the organisation. [20]
 - 5. Evaluate the FIVE different external factors that may influence the nature of human resource planning. [20]
 - 6. a) Compare and contrast 'groups' and 'organisations'. [14]
b) Explain different 'types' of groups. [6]
 - 7. a) Prepare a job description for a member of staff of your choice in the hospitality sector. [10]
b) Outline the main purpose of a job description. [10]
 - 8. a) Describe the main EIGHT components that make up the customer care mix. [16]
b) Suggest ways in which you could minimise dissatisfaction caused by queuing. [4]