



DECEMBER 2016

## 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 the term **organisational behaviour**. [6]
    - b) Discuss how the hospitality industry might attract more suitable potential employees who wish to pursue a professional career in the industry. [14]
  2. Compare and contrast Hofstede's model of culture with one other theorist on the subject. [10 each]
  3.
    - a) With the aid of suitable examples and making reference to relevant motivational theory, evaluate 'content' and 'process' theories of motivation. [6 each]
    - b) Describe what action you would take to motivate staff working in a restaurant, who rely on tips as part of their pay, to ensure that all customers are treated equally and not in terms of the tips they may give. [8]
  4. Using suitable examples:
    - a) evaluate the group roles identified by Belbin [12]
    - b) comment on whether it is effective to have more than one of each type of role within a group [8]
  5. For a hospitality organisation with which you are familiar:
    - a) distinguish whether it is 'mechanistic' or 'organic' in structure [10]
    - b) appraise its success in this form [10]
  6.
    - a) Evaluate the benefits of job enrichment for staff working in a hospitality organisation. [10]
    - b) Examine the factors essential to the redesigning of jobs within a hospitality organisation of your choice. [10]
  7. Making due reference to relevant theories, discuss the case for and against the idea that the role of managers in the hospitality industry is different to that of managers in other service industries. [20]
  8. For a hospitality organisation with which you are familiar, examine the extent to which it contributes to or affects its environment, specifically with regard to local environmental and employment practices. [20]