



ICM

DECEMBER 2016

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) Discuss the purpose of a job description.
 - b) Draft a suitable job description for a position of your own choice. [10 each]
 - 2.
 - a) Describe the procedure that would be followed when managing by 'objectives'. [10]
 - b) Explain the following terms:
 - i Method study
 - ii Work measurement
 - iii Ergonomics [10]
 - 3.
 - a) Evaluate both the benefits of an induction programme and how you measure its effectiveness. [10]
 - b) Prepare a one-day induction programme for a new employee. [10]
 - 4. Outline the main steps that should be included in management development and training. Give reasons for your answer. [20]
 - 5.
 - a) There are FOUR main types of employees from a payment point of view. Explain. [12]
 - b) Identify the benefits of a performance review (appraisal). [8]
 - 6. Outline the different types of fringe benefits offered in the hospitality industry. [20]
 - 7. Describe TEN distinct areas of law affecting employment. [20]
 - 8. Explain, with examples, TEN ways in which one culture may differ from another. Apply your answer to the hospitality industry. [20]