



# ICM

JUNE 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. With the aid of suitable examples, describe the positive approach and the phenomenological approach in the social sciences. [10 each]
  2. There are FOUR types of culture as developed by Charles Handy.
    - a) Evaluate the main characteristics of EACH type. [4 each]
    - b) Identify a suitable example of a hospitality organisation for EACH type. [1 each]
  3. Explain how Herzberg's theory of motivation can be related to the modern work environment of an organisation in the hospitality sector. [20]
  4.
    - a) Evaluate the roles identified by Belbin. [10]
    - b) Comment on the effectiveness of having more than one of each type of role within a group. [10]
  5. You are the leader of a group of staff providing hospitality for an important industry conference. Making due reference to at least ONE relevant theory, describe how you would try and make your team a cohesive and efficient unit. [20]
  6.
    - a) Explain the benefits of employing job enrichment for staff working in the hospitality industry. [10]
    - b) For a job of your own choice, examine the main factors which would influence the redesign of that job. [10]
  7. Hospitality companies need to be close to and understand their customers. Consider a service encounter you have experienced as a member of staff and examine:
    - a) the factors that made the experience successful or unsuccessful [10]
    - b) the improvements you would make to improve the experience for all parties [10]
  8.
    - a) Identify the SEVEN characteristics of service encounters. [7]
    - b) Assume the role of a restaurant manager and analyse how you would manage service encounters for a retirement party that has been booked in the main restaurant area. [13]