



ICM

MARCH 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 describe the FOUR learning skills identified by David Kolb. [3 each]
 - b) Evaluate the lessons gained from David Kolb's learning cycle for hospitality management today. [8]
 2. With the aid of example organisations, compare and contrast Handy's model of culture with that of Hofstede. [10 each]
 3. Making reference to suitable examples, appraise the FIVE factors that affect demand for labour in the hospitality industry. [4 each]
 4. Making specific reference to the hospitality sector, analyse how relevant Abraham Maslow's theory of hierarchy is to the modern-day workplace. [20]
 5. With the aid of examples:
 - a) evaluate the advantages of job enrichment for staff working in the hospitality industry [10]
 - b) appraise factors that need to be taken into account when redesigning jobs within a hospitality organisation [10]
 6. You have been given the responsibility to manage a group of staff providing catering for a political party conference. Referring to at least ONE relevant theory on the subject, examine how you would make your staff a successful and cohesive team. [20]
 7.
 - a) Identify the SEVEN characteristics of service encounters. [7]
 - b) Analyse how you would manage service encounters for a wedding reception booked at your restaurant. [13]
 8. With the aid of a suitable example from the hospitality sector, discuss to what extent it contributes to and/or affects its environment and/or the local community, specifically with regard to environmental and employment practices. [20]