



# ICM

MARCH 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. Discuss the contribution that FIVE different theorists have made to management thinking. [20]
  2.
    - a) Prepare a personal specification for a job title of your choice. [10]
    - b) Outline the procedures you would follow for both internal and external recruitment. [10]
  3.
    - a) Describe the purpose of induction to the workplace. [10]
    - b) Identify the main details required in a contract of employment issued within two months of starting work. [10]
  4. Evaluate the main steps in management development and their effectiveness. 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 type of fringe benefits offered in the hotel industry. [20]
  7. Describe the main distinct areas of law affecting employment under the following headings:
    - a) Before employment
    - b) Starting employment
    - c) During employment
    - d) Termination [20]
  8. Explain, with examples, various ways in which one culture may differ from another. Apply your answer to the hospitality industry. [20]