



# ICM

MARCH 2017

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 [ ]
1. Compare and contrast the main features of the positive approach and phenomenological approach in the social sciences. [20]
  2. With the use of examples, evaluate the FIVE factors that affect demand for labour in the hospitality industry. [4 each]
  3. Examine how Abraham Maslow's hierarchy can be related to the work situation, making specific reference to the hospitality sector. [20]
  4.
    - a) With the aid of examples, describe the main styles of leadership. [10]
    - b) As a newly appointed supervisor at your place of work, explain to what extent your style of leadership may be influenced by your subordinates. [10]
  5.
    - a) Identify the main characteristics of **group norms**. [8]
    - b) Using suitable examples, evaluate how group norms can influence both the behaviour of individuals within the group and the group itself. [12]
  6. The hospitality sector is aware that it must remain close to its customers. For a service encounter you have recently experienced, explain:
    - a) the factors that made the experience successful or unsuccessful [10]
    - b) the improvements you would make to ensure a good customer experience [10]
  7.
    - a) Comment on the theory that the behaviour of managers in the hospitality industry reflects the culture of their native country. [8]
    - b) Appraise other factors that may influence the behaviour of managers in the hospitality industry. [12]
  8.
    - a) Identify the SEVEN characteristics of service encounters. [7]
    - b) As the manager of a local, themed pub, evaluate how you would manage service encounters when a retirement party has been booked at your pub. [13]