



# ICM

MARCH 2017

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. Outline the procedure you would follow to recruit new employees. [20]
  - 2. a) Describe the objective of a performance appraisal scheme. [8]  
b) Effective appraisal needs to follow a criterion. Give examples of rules to follow. [12]
  - 3. Evaluate FOUR different approaches to job evaluation, giving both advantages and disadvantages of EACH. [20]
  - 4. a) Discuss the cost of labour turnover within the hospitality industry. [10]  
b) Give reasons why an employer may terminate employment. [10]
  - 5. Explain the main duties and responsibilities of the human resources department in hospitality. [20]
  - 6. a) Compare the difference between groups and organisations. [12]  
b) Discuss TWO different theorists who analysed managing groups at work. [8]
  - 7. Define what you understand by **business ethics**. Give examples in your answer. [20]
  - 8. a) Discuss the important principles for fringe benefits to be effective. [14]  
b) Describe the external factors that influence the nature of fringe benefits. [6]