



# ICM

JUNE 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.
    - a) Outline the various stages in the formal disciplinary procedure, giving examples. [10]
    - b) Identify the major costs related to labour turnover. [10]
  - 2.
    - a) Detail the essential requirements to be completed on an application form for a new position. [8]
    - b) Discuss the selection process that may be followed when looking for a new recruit. [12]
  - 3.
    - a) Explain what is meant by a **training needs analysis**. [4]
    - b) Evaluate the difference between on-the-job and off-the-job training, identifying when they would best be effective. [16]
  - 4.
    - a) Examine the reasons that contribute to low or high trade union involvement in the hospitality industry. Give examples in your answer. [12]
    - b) Describe FOUR different types of unions. [8]
  - 5. Identify TEN different factors that influence organisational structure in the hospitality industry. [20]
  - 6.
    - a) Outline the EIGHT key elements that need to be considered relative to providing customer care. [16]
    - b) List FOUR main standards that should be followed when greeting customers. [4]
  - 7.
    - a) Define what you understand by an **incentive scheme**. [4]
    - b) Explain the principles that should be followed to ensure that these schemes are effective. [16]
  - 8.
    - a) Identify the key elements that need to be considered in job design. [6]
    - b) Briefly explain the following terms:
      - i Quality circles [5]
      - ii Job enlargement [3]
      - iii Job enrichment [3]
      - iv Job rotation [3]