



ICM

SEPTEMBER 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. Discuss the contribution that FIVE different theorists have made to management thinking. [20]
 - 2. Define the difference between labour costs and productivity costs in the hospitality industry. [20]
 - 3.
 - a) Produce a checklist for the induction of a new employee, with a brief explanation on how to follow these guidelines. [10]
 - b) Outline the benefits of induction and how its effectiveness is measured. [10]
 - 4. Evaluate the main steps in management development, give reasons for your answer. [20]
 - 5.
 - a) There are four main types of employees from a payment point of view. Explain these FOUR types. [12]
 - b) Identify the benefits of a performance review (appraisal). [8]
 - 6. Examine the key ethical considerations for employers in the hospitality industry. [20]
 - 7.
 - a) Describe the type of health and safety issues that are specific to the hospitality industry. [10]
 - b) Outline TEN legal aspects that relate to employment of all staff. [10]
 - 8. Explain, with examples, various ways in which one culture may differ from another. Apply your answer to the hospitality industry. [20]