



# ICM

SEPTEMBER 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. a) Compare and contrast the following in the selection of employees:
    - i Interviews [12]
    - ii Psychological tests
    - iii Group assessmentsb) Provide a guidance form on the dos and don'ts when interviewing. [8]
  - 2. There are three main components that an individual requires in order to do the job effectively: **knowledge, skills** and **attitude**. Explain the different approaches and consideration to training in order to achieve all three aspects as much as possible. [20]
  - 3. Discuss the TEN most important principles to follow if an incentive scheme is to be effective. [20]
  - 4. a) Evaluate the FOUR reasons that affect labour turnover. [8]  
b) Identify why an employee may decide to leave their place of work of their own choosing. [12]
  - 5. Outline the main factors that influence labour costs in the hospitality industry. [20]
  - 6. Describe the various aspects that outline an organisational structure in hospitality. [20]
  - 7. a) Explain the **EIGHT 'P's** of the customer care mix. [16]  
b) What system would you put in place in order to minimise dissatisfaction caused by queuing. [4]
  - 8. a) Prepare a job description for a job of your own choice. [10]  
b) Draft a suitable advertisement for the above job role, to include all necessary details. [10]