



THE HUMAN RESOURCE IN HOSPITALITY

Thursday 8th December 2022

Time allowed

Three hours

Instructions

- Ensure that you pay particular attention to words in **bold**.
- Write the question number next to each answer in your answer booklet.
- You are **not** required to rewrite the question in your answer booklet.

Information

- Different questions may carry a different number of marks.
- Marks for each question are shown in [].

Advice

- Read each question carefully before you start to answer it.
- Use the full time permitted and check all your answers.

Materials

- Notes or books are **not** permitted.
- Non-programmable calculators are permitted.



ICM

ANSWER ANY FIVE QUESTIONS FROM THE FOLLOWING EIGHT QUESTIONS

1. Explain the uses of an application form in employee recruitment and selection procedures. [20 marks]
2. A hotel chain is aiming to use an incentive scheme to improve performance, increase sales and control costs in the restaurant.
 - (a) Evaluate the benefits and limitations of offering an incentive scheme only to the chef in this case. [8 marks]
 - (b) Evaluate the benefits and limitations to offering an incentive scheme only to the restaurant manager in this case. [8 marks]
 - (c) Suggest **one** way in which the hotel chain can use an incentive scheme, including reasons for your suggestion. [4 marks]
3.
 - (a) Explain the uses for an employee's personal record by an organisation. [4 marks]
 - (b) Describe the information contained in an employee's personal record. [4 marks]
 - (c) Describe the statutory restrictions on the contents of an employee's personal record. [4 marks]
 - (d) Describe the type of information contained in a personal dossier. [4 marks]
 - (e) Explain the reasons a dossier must be retained after an employee is no longer employed by an organisation. [4 marks]
4.
 - (a) Describe **four** types of organisational structure. Use examples to support your description. [16 marks]
 - (b) Suggest an effective organisational structure for an international hotel chain, including reasons for your suggestion. [4 marks]
5. Explain the reasons some parts of the hospitality industry have lower union membership than others. [20 marks]
6. An international hotel chain is concerned that it employs too many staff and therefore wants to measure its productivity.
Explain **five** methods that the hotel chain can use, including the benefits of each method. [20 marks]
7.
 - (a) Explain the issues that can result in dismissal action by human resources (HR) in the hospitality industry. [10 marks]
 - (b) Explain the procedure for dealing with disciplinary procedures in the hospitality industry. [10 marks]
8. Describe the candidate selection process from job description to induction in the context of hospitality. [20 marks]

END OF QUESTIONS