



MACHAKOS UNIVERSITY COLLEGE

(A Constituent College of Kenyatta University)
University Examinations for 2015/2016 Academic Year

SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF HOSPITALITY MANAGEMENT

**SECOND SEMESTER EXAMINATION FOR DEGREE IN BACHELOR OF
SCIENCE IN HOSPITALITY AND TOURISM MANAGEMENT**

**HTM 411: HUMAN RESOURCES MANAGEMENT IN HOSPITALITY AND
TOURISM**

DATE: 8/8/2016

TIME: 8:30 – 10:30 AM

INSTRUCTIONS.

*This paper consists of TWO sections, A and B. Answer Question ONE and any
TWO questions from section B*

SECTION A (30 MARKS) COMPULSORY.

1. a) Explain the following terms (6 marks)
 - i) Staffing Strategy.
 - ii) Strategic human resource management
 - iii) Strategic Planning
- b) Outline any four benefits of the HR (Human resources) score card (4 marks)
- c) Outline five possible barriers that prevent an organisation from taking a more
 strategic approach to HR (4 marks)
- d) Describe three levels of strategic decision making relevant to Hospitality and
 Tourism organisations (6 marks)
- e) Briefly describe five components within the external environment that may
 impact a hotel establishment (5 marks)

- f) Suggest five characteristics of Hospitality and Tourism organisations that influence application of strategic practices in Human resource management. (5 marks)

SECTION B (40 MARKS) ANSWER ANT TWO QUESTIONS FROM THIS SECTION

2. a) Explain five emergent issues at the workplace today that necessitate a paradigm shift in HR practices towards strategic approaches. (10 marks)
- b) Discuss five HRM policies that would advance quality enhancement as a business strategy in the hospitality industry (10 marks)
3. a) The environment of Human Resources within the hospitality industry can be described in four major ways. Discuss (12 marks)
- b) Guest's theory of HRM proposes four policy goals related to HRM policies that produce desirable organisational outcomes. Explain these (8 marks)
4. a) With reference to five HRM models, discuss the relationship between business and Human resource strategy (10 marks)
- b) Illustrate five ways in which Hospitality HR professionals can contribute towards making human resources into a competitive advantage in today's fast changing environment (10 marks)
5. a) Compare and contrast traditional and strategic HRM (15 marks)
- b) Outline five processes of strategic management (5 marks)