



**TECHNICAL UNIVERSITY OF MOMBASA**

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SCHOOL OF HUMANITIES AND SOCIAL SCIENCES  
DEPARTMENT OF HOSPITALITY & TOURISM MANAGEMENT  
**UNIVERSITY EXAMINATION FOR THE DIPLOMA OF:**  
DIPLOMA IN TOURISM MANAGEMENT (DTM S20 / J21)  
AND DIPLOMA IN HOTEL AND INSTITUTIONAL  
MANAGEMENT (DHIM S19)

**BHR 2330: HUMAN RESOURCE MANAGEMENT IN  
HOSPITALITY AND TOURISM  
SUPPLEMENTARY EXAMINATION**

**SERIES: NOV 2022**

**TIME: 2 HOURS**

**DATE: Pick Date NOV 2022**

**Instructions to Candidates**

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of four questions. Attempt all of section A and any two questions in Section

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**Do not write on the question paper**

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**SECTION A (Answer ALL questions)**

**[30 MARKS]**

**Question ONE**

- a) Compare and contrast between the following sets of terms as used in Human Resource Management (HRM): [16 marks]

- i. Hard HRM vs Soft HRM
  - ii. Head-hunting vs Poaching
  - iii. Interview vs Orientation
  - iv. Straight shift vs Split shift
- b) Define the term 'Employee Lifecycle' and name all its stages. [8 marks]
- c) Compare the role of trade unions for hospitality workers in Kenya and elsewhere in the world. [6 marks]
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**SECTION B (Answer ANY TWO questions) [40 marks]**

**Question TWO**

- a) Design a sample job description for a tour guide working in a reputable tour firm. [14 marks]
- b) Illustrate why employers should focus on employee retention. [6 marks]

**Question THREE**

- a) Explain the challenges to training and developing staff in hospitality and tourism, and state how they can be overcome. [12 marks]
- b) Elaborate on any four (4) current challenging issues regarding ethics and professionalism in HRM in the Kenyan context of Hospitality & Tourism. [8 marks]

**Question FOUR**

- a) Expound on the importance of understanding motivation and highlight the key elements of any three (3) motivational theories. [12 marks]
- b) Outline the key differences between expatriate workers in the Hospitality and Tourism industries around the world. [8 marks]

**Question FIVE**

- a) Discuss any five (5) employee sourcing mechanisms by which an employer can fill in vacancies in the organisation. [10 marks]
- b) Highlight any ten (10) considerations that an employer must put in place to ensure the occupational health and safety of all employees at the workplace. [10 marks]
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