



TECHNICAL UNIVERSITY OF MOMBASA

Faculty of Business & Social Studies

DEPARTMENT OF HOSPITALITY & TOURISM

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF SCIENCE IN TOURISM MANAGEMENT

BHR 4140: HUMAN RESOURCE MANAGEMENT IN HOSPITALITY & TOURISM

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2013

TIME: 2 HOURS

INSTRUCTIONS:

- Answer question **ONE (Compulsory)** in Section **A** and any other **TWO** questions in Section B.

This paper consists of Two printed pages

SECTION A (Compulsory)

QUESTION 1

- a) Distinguish between job specification and job description. **(4 marks)**
- b) Discuss the factors that influence level of compensation and benefit packages for different employees in an organisation. **(16 marks)**
- c) Define the following terms:
 - i) Downsizing
 - ii) Re-engineering
 - iii) Outsourcing
 - iv) Job analysis

v) Total Quality Management (10 marks)

SECTION B (Answer any TWO questions)

QUESTION 2

a) Distinguish between power and authority. (4 marks)

b) Explain sources of managerial power. (16 marks)

QUESTION 3

a) Highlight **FIVE** ways in which Human Resource Managers, can turn their organization into learning organization. (10 marks)

b) List **TEN** advantages of a learning organisation (10 marks)

QUESTION 4

a) Discuss the steps to follow in handling grievance and staff conflicts or complaints. (10 marks)

b) Using examples give **FIVE** ways in which employers and employees can allay and solve conflicts. (10 marks)

QUESTION 5

a) Define performance appraisal. (2 marks)

b) Explain the need for performance appraisal in organization. (6 marks)

c) Discuss the challenges which undermine effective performance appraisal. (12 marks)