



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS  
2021/2022 ACADEMIC YEAR**

**MAIN EXAM**

**THIRD YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE**

**OF**

**B.Sc. HOSPITALITY AND INSTITUTIONAL MANAGEMENT**

**COURSE CODE: BHM 305**

**COURSE TITLE: HUMAN RESOURCE MANAGEMENT**

**DATE: 27<sup>TH</sup> APRIL 2022**

**TIME: 3.00 – 5.00 P.M**

**INSTRUCTIONS TO CANDIDATES**

**Answer ALL questions in SECTION A and B**

**Answer TWO questions from section C.**

**TIME: 2Hours**

**MMUST observes ZERO tolerance to examination Cheating**  
*This paper consists FIVE printed Pages. Please Turn Over*



**SECTION A: Answer ALL questions (10 MARKS).**

- 1) Diversity in hospitality human resources means providing equal opportunities to persons of selected characteristics such as \_\_\_\_\_.
  - A. Religion.
  - B. Social status.
  - C. Education.
  - D. Ethnic heritage.
- 2) Most hospitality and tourism organizations are too small to enjoy the services of one or more human resources specialists. In that case, managers have only a few options available which include;
  - A. The general manager may not assume responsibility for some of these tasks.
  - B. A centralized approach may be used in which human resources managers are responsible for the personnel - related issues.
  - C. Basic policies and procedures are implemented, and a qualified attorney is contacted when issues arise that appear to be outside the boundaries that they impose.
  - D. Fortunately, other tasks may be accomplished or may be done correctly.
- 3) The following areas are covered by the Civil rights Act **EXCEPT** \_\_\_\_\_.
  - A. Race/colour discrimination
  - B. International bias discrimination
  - C. Age discrimination
  - D. Pregnancy discrimination
- 4) When hospitality organizations seek candidates externally, they rely on a variety of strategies, including;
  - A. Advertisements,
  - B. Government employment agencies,
  - C. Non-educational institutions
  - D. All of the above.
- 5) Which one of the following is the **ODD** one out?
  - A. Observations.
  - B. Interviews.
  - C. Questionnaires.
  - D. Advertisements.

- 6) Which of the following statements is **TRUE** about hotel staff orientation?
- A. Departmental job orientation: presents topics of relevance and interest to employees.
  - B. Organizational orientation: Describes topics that are unique to the new employee specific department and beyond.
  - C. Organizational orientation: presents topics of relevance and interest to employees.
  - D. All of the above.
- 7) Which one of the following is **NOT** among the benefits of effective hospitality employee training?
- A. Improved performance.
  - B. More satisfied employees
  - C. Reduced operating costs.
  - D. Fewer operating problems.
- 8) Which one of the following methods may be applied in determining hospitality employee development needs'?
- A. Training needs survey.
  - B. Staff interview surveys.
  - C. Job holder task surveys.
  - D. All of the above.
- 9) Who among the following is responsible for career planning?
- A. The general manager.
  - B. The union representatives.
  - C. The Human Resources Department.
  - D. The employee's immediate manager.
- 10) A performance appraisal evaluates an employee's \_\_\_\_\_.
- A. Employment history.
  - B. Positions held.
  - C. Skills.
  - D. Education acquired.

**SECTION B: Answer ALL questions in this section (30 MARKS).**

- 11) You have been appointed in-charge of the human resources department at the Kakamega Golf Hotel together with a team of five other members. Highlight **THREE** human resource activities that you are likely to execute during your tenure. (6 Marks)
- 12) Ms. Florence Katumbi is the Human Resources Manager at Baobab Beach Resort and Spa. More oftenly, Ms. Katumbi is expected to interact with governmental entities in a variety of different ways. Explain. (6 Marks)
- 13) Riley confirms that continuity is essential to quality service in hospitality. On the basis of Riley's school of thought, explain why people stay with hotel organizations. (6 Marks)
- 14) You have been offered an opportunity to give consultancy services at Kempinsky hotel Nairobi. Highlight the phases that you will follow to adequately carry out job design process within this organization. (6 Marks)
- 15) State any **SIX** contents of a job description for the position of Food and Beverage Manager. (6 Marks)

**SECTION C; Answer TWO questions, Question 16 is COMPULSORY (30 MARKS).**

- 16) Ms. Charity Lena is an employee of Serena Hotels Ltd where she holds the position of group Human Resources Manager. She has been executing her duties diligently for over a decade within the same company.
- a) Explain why Ms. Lena's field of operation is unique. (1 Marks)
  - b) Highlight the features that make Ms. Lena's industry of operation unique from other industries. (9 Marks)
  - c) Explain the characteristics of Ms. Lena's operational labour market. (5 Marks)
  - d) Explain what Ms. Lena could do to have control over the labour markets that constitutes her field of operation. (5 Mark)
- 17) An internal search is undertaken when a manager or organization believes that the best candidates for upper - level positions will be found among those employees who are currently employed by the organization. Critique utilization of this method in recruiting hospitality personnel. (10 Marks)
- 18) Despite the benefits of staff training, it does not always receive the proper priority in many hospitality operations. This is because of the numerous obstacles encountered which hinder effective training. Discuss. (10 Marks)