



THE HUMAN RESOURCE IN HOSPITALITY

Remote Assessment September 2020

Candidate Instructions

- The word limit for each of the 4 questions is 750 words, giving a total assignment word limit of 3000 words.
- Write your total word count after each response.
- Responses must be your own work, based on your personal study and/or research.
- You must acknowledge all material and sources used in the preparation of your responses (books, articles, reports, lecture notes, and any other kind of material) in a list at the end of each response. A formal referencing system such as Harvard is advised but is not an essential requirement to gain all the marks available under communication and originality.
- Plagiarism is a serious offence. Do not copy in part or whole the work of other students and/or persons.
- You must include the following Candidate Declaration at the end of your submission:
“I declare that this work is entirely my own with the sources of information I have used clearly identified and acknowledged”.

Instructions for typewritten responses

- At the top of each page include your full name, Student ID Number, Centre Name and the title of the ICM Unit for which you are submitting.
- Submit your response in Arial font, black, minimum size 12, single-spaced with normal margins.
- Clearly indicate the question number for all of your responses.
- Number each page of your work.

Instructions for handwritten responses

- At the top of each page include your full name, Student ID Number, Centre Name and the title of the ICM Unit for which you are submitting.
- Submit your work in blue or black ink, in legible handwriting on lined paper.
- Clearly indicate the question number for all of your responses.
- Number each page of your work.

Advice

- Read each question several times before you answer it.
- Plan your answers before you start writing the full responses.
- Up to 5 marks are available per question for communication and originality.
- Check all your answers for content and plagiarism before submitting your work.
- Prepare your responses using the resources provided by [ICM](#), the [ICM Remote Assessment guidance](#) and any material provided by your ICM Approved Teaching Centre.



ANSWER ALL QUESTIONS

1. As a Human Resource (HR) manager, you have been asked to write a report justifying the existence of your hotel chain's HR department. In your report discuss each of the following. You must give a detailed account, using examples to support your discussion, with a brief conclusion.
- The hospitality workforce as a cost item
 - The hospitality workforce from a service sector perspective
 - Criticisms of people management practices in the hospitality industry

(Word limit 750)

[25 marks]

2. As a Human Resource (HR) manager, you have been asked to devise an incentive scheme for your hotel which is experiencing a high turnover of waiters and waitresses. Discuss the various points that must be considered when devising an incentive scheme. In your response you must give a detailed account, including a range of examples to support your discussion, with a brief conclusion.

(Word limit 750)

[25 marks]

3. As a Human Resource (HR) manager, you have been asked to give a verbal presentation to the board of directors entitled 'Hotel management development programmes'. Prepare the speech you would give as part of the presentation in which you discuss each of the following points. In your response you must give a detailed account, using examples to support your discussion, with a brief conclusion.
- The HRM role of managers in the hospitality industry
 - Why management development programmes are needed
 - Criticisms of management training and development in the hospitality sector
 - The relationship between management development and management retention

(Word limit 750)

[25 marks]

4. The hotel chain you work for is reconsidering its approach to performance appraisal. Discuss the essential factors of effective performance management and how they are implemented within your organisation. In your response you must give a detailed account, including a range of examples to support your discussion, with a brief conclusion.

(Word limit 750)

[25 marks]

END OF QUESTIONS