



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2011/2012

**SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF
SCIENCE (HOSPITALITY AND TOURISM)**

**HTM 411: HUMAN RESOURCE MANAGEMENT IN HOSPITALITY
AND TOURISM (2)**

DATE: Friday 30th March, 2012

TIME: 8.00 – 10.00 a.m.

INSTRUCTIONS

SECTION A: Answer ALL Questions

- Q.1) Define “Intellectual Capital” and detail its importance within the service industry. (6 marks)
- Q.2) Differentiate between the two conventional HRM Models. (8 marks)
- Q.3) Strategic human resource management is the proactive management of people. Discuss this statement. (10 marks)
- Q.4) Explain the key features of Strategic HRM. (6 marks)

SECTION B: Answer any TWO Questions

- Q.5) i) Describe at least FIVE of the most commonly used basic HR strategies. (10 marks)

- ii) Explain the importance of integrating the human resource function with the business/organization. (10 marks)
- Q.6) (a) Why is the measurement of the real value of human capital so difficult? (10 marks)
- (b) Name and explain the five (5) main areas of data analysed in the collection of Human Capital data. (10 marks)
- Q.7) Write Brief notes on the following:
- i) Explicit and Tacit knowledge
 - ii) Hard and soft assets of Intellectual Capital
 - iii) Employee discretionary effort
 - iv) Retention strategy. (20 marks)
- Q.8) i) Explain at least FIVE HR concerns in a global economy. (10 marks)
- ii) Describe FIVE HR management strategies from among which an international chain of hotels would choose in order to manage its different scenarios? (10 marks)
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