



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELOR OF
INTERNATIONAL TOURISM MANAGEMENT
3RD YEAR 2ND SEMESTER 2019/2020 ACADEMIC YEAR
MAIN CAMPUS

COURSE CODE: BTM 3321

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

EXAM VENUE:

STREAM : (BITM)

DATE:

EXAM SESSION:

TIME: 2 HOURS

Instructions:

- 1. Answer Questions ONE (COMPULSORY) with reference to the case in section A and ANY other 2 questions in section B**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room.**

CASE STUDY

Americo was an American company who had gone international recently. The company was now undergoing a fairly rapid process of internationalization and seeking a more global orientation. *Americo* seemed to have a control-oriented ethnocentric approach to internationalization, with use of American expatriates or long-standing 'Americanized' *Americo* people in key positions, such as general manager. Control was further enhanced by the use of 'task forces' to transfer the corporate message. There was some evidence of the beginnings of attempts to aspire to a more global outlook, for example, by the use of well-known consultants and academics who were working with the company to encourage a less Amero-centric view. *Frenco* was a major travel and tourism multinational who were seeking a more global orientation. The *Frenco* corporate culture was used as a unifying mechanism across the company, as the organization attempted to sustain a broadly geocentric approach. Nonetheless, there was some evidence of post- or neo-colonialism in use of French expatriates in certain parts of the world. Attempts to sustain a 'global' approach were facilitated by the movement of a cadre of 'global' managers across brands/countries. Many of these managers also attended *Frenco*'s corporate university which attempted with some success to encourage a more global outlook. *Swedco* was a relatively small MNC with a small presence outside of Scandinavia. Generally *Swedco* were seeking a control-oriented ethnocentric approach facilitated by Swedish or Danish expatriate managers in pivotal positions in overseas units. The company seemed largely successful in their attempts to transfer the 'Swedco Way', the company's core corporate culture, though there was some scepticism in the only unit in the UK with a non-Scandinavian/Swedish manager.

QUESTIONS

- 1 a) List the 3 companies cited in this passage and mention the approaches they were using in recruitment and selection of managers (6marks)
- b. Define recruitment and selection (4 marks)
- c. How is *Americo* discouraging the approach of Amero-centric in employment to give a global outlook? (4 marks)

d. Give reasons why it would be important for tourism related companies that have offices in different parts of the world, to employ local staff? (6 marks)

e. State factors that should be considered in selection tools for recruitment and selection.

(10 marks)

2. There are many ways to lead people. Describe the following types of leadership and clearly explain their benefits to HRM?

(i) Autocratic leadership (5 marks)

ii) Democratic leadership (5 marks)

iii) Laissez faire leadership (5 marks)

iv) Transformational leadership (5 marks)

3 a) Describe at least 5 functions of the Kenya government in as far as Tourism is concerned? (5 marks)

b. Briefly describe the following terms as used in HR tourism

i) Tourism (3 marks)

ii) Job satisfaction (3 marks)

iii) Organizational commitment (3 marks)

iv) Emotional labor (3 marks)

v) Leadership (3 marks)

4. Data is key for HR in decision making. How can the HR department use

a. Quantitative data and Qualitative data (5 marks)

b. Which undesirable habits do some supervisors engage in that appear to be a mistreatment to employees (5 marks)

c. List 10 subsectors in the tourism industry.(10 marks)

5 a) Name and describe 3 levels of organization behavior (6 marks)

b) Discuss the factors that shape ethical behavior at the workplace (10 marks)

c) What are the functions of HR in the tourism sector? (4 marks)