1. (A) Critically analyse how a hotel conducting business in the Caribbean can use human resource strategies to gain a competitive advantage and improve its overall performance. Use examples to support your answer and establish relevant linkages. (25 marks)

OR

(B) The Caribbean tourism industry is in decline and is forcing many businesses in the industry to adopt strategies for survival.

As the Human Resource Director, you are asked to analyse the scenario and suggest human resource management strategies that your hotel may need to consider in responding to the economic crisis. (25 marks)
SECTION B
Answer two (2) questions.

2. Discuss five (5) issues that may prevent public-owned tourism organizations from adopting and practicing contemporary forms of Human Resource Management (HRM). Recommend three (3) strategies that may facilitate the development of HRM practices in these types of organizations. (20 marks)

3. There is a growing emphasis on the ‘Quality of Worklife’ (QWL) in organisations as leaders accept their responsibility to balance technical and financial issues, with people issues. (a) Identify the international best-practice health, safety and wellness programmes; and (b) evaluate these best practices to determine the forces that may militate against their effective implementation in the Caribbean. (20 marks)

4. It is argued that in the growing world of high-tech economies, knowledge-workers will be a critical component of sustainable competitive advantage and Human Resource Development strategies will be key facilitators. Evaluate this statement. (20 marks)

5. You are the HR manager of a tourism business and have been asked to establish a comprehensive Human Resource (HR) Plan, consistent with a new business strategy that is being developed. Identify and succinctly describe the core elements of Human Resource (HR) planning. Illustrate how human resource planning can be used to improve the resourcing activities in your organisation, clearly reflecting the unique challenges presented in the tourism and hospitality business. (20 marks)

6. Briefly describe the main dimensions of transformational and transactional leadership. Explain which one of these leadership styles is more likely to facilitate the achievement of an organisation’s vision, mission and people’s strategy. (20 marks)

7. In order for a performance management system to be relevant and effective in a business, it must be aligned to the business strategy. Provide arguments to support or reject this statement. (20 marks)

END OF QUESTION PAPER.