

**UNIVERSITY OF COLOMBO**  
**FACULTY OF ARTS**  
**DEPARTMENT OF ECONOMICS**

**POSTGRADUATE DIPLOMA IN TRAVEL & TOURISM ECONOMICS  
AND HOTEL MANAGEMENT**

**FINAL EXAMINATION –2016/2017**

**Pg. DTEHM C505: Human Resource Management for Tourism Development**

**Time Allowed: THREE [3] HOURS**

**Answer Four (4) Questions Including Question No 1**

**(Question No 1 is Compulsory)**

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**Question (1)**

Assume that you are the head of the Human resources' management division of "Four runner ", a hotel conglomerate in Sri Lanka. The company is planning to expand the hotel chain by establishing another 5 star hotel in Sri Lanka and a resort hotel in Maldives where the demand by the high end customers are high.

You are to submit a human resource plan to the board of directors on following areas. The period covered by the plan should be two years.

Main focus areas:

- a) Develop a criterion for selecting and recruiting COO's for both hotels and justify the decisions you made. (15 marks)
- b) Develop a job description including their authority levels, responsibilities, and span of control. (15 marks)
- c) Discuss the changing role and management challenges faced by these global COO's. Illustrate your answers with industry experiences (10 marks)

**Question (2)**

“The human resource constraint remains a major challenge the tourism industry will face in the coming years which both the industry and the government have to immediately address “. Critically evaluate this statement with examples

(20 Marks)

**Question (3)**

What are the reasons for high employee turnover of the hospitality industry in Sri Lanka?

Discuss giving examples

(20 Marks)

**Question (4)**

- a) What is the difference between “on the job training” and “off the job training”?
- b) How effective these methods are in developing a trainee for Front office functions? Justify your answer.

(20 Marks)

**Question (5)**

Motivating employees is the most difficult function of a HR manager in hospitality industry.

What are the steps you would take to motivate your employees to achieve high performance?

(20 Marks)

**Question (6)**

Discuss the performance appraisal method adopted by the company you work for and discuss the advantages and disadvantages of that method in performance management.

(20 Marks)

**Question (7)**

Write short notes on any **four** of the following.

- a) Human resource planning
- b) Rewards and compensation for employees
- c) Preventing harassment in work place
- d) Advantages of 360° degree feedback system
- e) Role of a leader in people management
- f) Strategic human resource management

(20 marks)