

**MBAC 2003/MBLC 1004**

M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.

Second Semester

General/Marketing/Finance/HRM/RRM/Tourism

**HUMAN RESOURCE MANAGEMENT**

Time : Three hours

Maximum : 100 marks

**PART A — (5 × 6 = 30 marks)**

Answer any FIVE questions out of Eight questions.

1. What are the importances of Human factor in an organization?
2. Briefly explain the functional areas of personnel management.
3. Why do organizations prefer internal recruitment sources? Discuss.
4. What are the bases on which training programs are evaluated? Explain.
5. What are the benefits of high Quality of Work Life?
6. List the techniques of reducing stress.

7. Why do you think Workers' Participation in Management is necessary?

8. "The role of trade union is inevitable in personnel management" – Explain.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight questions.

9. Discuss the characteristics of a sound HR policy.
10. Elucidate the recent issues of HR in Indian IT industries.
11. What are the determinants of reward? Explain the different types of reward.
12. What are the various financial and non-financial incentives? Discuss.
13. Discuss various management techniques designed to increase motivation.
14. What are the different kinds of Aptitude Test? Describe each one of them.
15. Why does training fail? How will you improve the effectiveness of training? Discuss.
16. What are the sources of grievances? Explain grievance redressal machinery.

Questions :

- (a) What systems should Brian implement in order to start changing the human capital practices in the Beachside Hotel?
- (b) What could Brian learn from Joe in terms of the human capital aspects of running a hotel?
- (c) How could training and development programs be implemented in the Beachside Hotel in order to help with turnover and occupancy rates at the hotel?
- (d) How could a return on investment perspective help or hurt the Beachside Hotel in trying to compete with the Sunrise Hotel?
- (e) What other human resource initiatives could be undertaken by either the Sunrise Hotel or Beachside Hotel in order to help with the overall performance of their respective organizations?  
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to employees late, there are no policies written down for employees to use as a guide for performance, customers are treated badly by new and poorly trained employees, and the departments of the hotel do not communicate very effectively and therefore everyone blames everyone else when things go wrong. The average length of tenure of the front desk agents at the Beachside Hotel is 3 months and the customer satisfaction rating at the Beachside is a 6 out of a 10 possible rating. Most of the front desk agents that are hired come from other hotels in the area after they quit or are fired. Brian is not involved in the hiring for the hotel at all, and does not get involved with training and development. He spends most of his days looking at the financial reports for the hotel and analyzing average daily rate, occupancy rates, and REVPAR.

Brian knows that he has many problems to deal with and so he goes to the Sunrise Hotel to observe things over there for a while. He sees a happy crew and talks to Joe about how he is making that happen. Joe is happy to help, but wants Brian to go back and observe his employees first and come up with ways that he specifically can help guide Brian.

PART C — (1 × 20 = 20 marks)

Case Study (Compulsory)

17. This is a case of two competing hotels, Sunrise Hotel and Beachside Hotel that are both located in a medium sized, tourism based town in the Northeast U.S. The hotels are both competing for the same set of guests, as well as the same set of potential employees. They are budget hotels, right next door to each other, with 60 guest rooms each and a view of the beach. The occupancy during peak season for the Sunrise Hotel is 98%, but during the winter months goes down to 65%. The Beachside Hotel has peak season occupancy of 90% and off peak occupancy of 50%.

Joe is the General Manager of Sunrise Hotel and has been in his current position for 5 years. He has been with Sunrise Hotel for a total of 10 years. He worked his way up at Sunrise Hotel from front desk agent to front desk supervisor, and finally to Assistant General Manager before he became the General Manager. He does a good job of screening potential employees for his front desk area of the hotel because he realizes the importance of that area of the hotel, especially in tourist areas.

He also has incentives set up for excellent performance of the front desk agents and training and development programs designed to give everyone information that will help them do their job better. There is a sense of teamwork at Sunrise Hotel and that helps everyone want to do a good job. His guest satisfaction ratings for his hotel are overall excellent. On a rating scale of 1-10, his hotel averages a 9. The average length of tenure of his employees is 4 years, and his current front desk supervisor was promoted from within, along with his Assistant General Manager. Because of the small size of the hotel, Joe is actually involved with all of the hiring decisions and helps to give training programs himself, along with his leadership team. The employee turnover at the Sunrise Hotel is 25% overall and that is primarily when hourly employees graduate high school or college and leave the Sunrise Hotel for a career somewhere else.

Brian is the General Manager of the Beachside Hotel and deals with a very different situation. Brian was brought in from another hotel in the same hotel group about 6 months ago. He was told by his boss that he needed to "fix" this hotel so that it would start having better customer satisfaction ratings and more return guests.

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Despite the fairly high occupancy noted during peak seasons, the off peak season occupancy is only 50%. Also noted by his boss, the occupancy should be as good as the Sunrise Hotel. Brian has been with his hotel group now for 2 years and he came out of the accounting and finance department in his old hotel. He has a great understanding of the numbers in the lodging industry, but has not been involved with the human resource aspects of the job.

The turnover of hourly employees at Beachside Hotel is 120% and that means that Brian is constantly running the hotel short handed and with new employees. The Beachside Hotel has been doing the hiring through a human resource practitioner in the hotel that was put in the position because she really could not handle serving guests at the front desk very well. Mary was promoted to human resources a year ago after she had one too many altercations with the guests at the front desk. The owner of the hotel wanted to make sure that she would not make any of the other guests angry, so he promoted her to a human resources practitioner. Since that time, she has been busy trying to keep up with hiring and she has had no time for training employees. Because she is so busy, paychecks often come out

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