

**PGDM- RM (2014- 16)**  
**Human Resource Management**  
**RM-602**  
**Trimester – VI, End – Term Examination: February 2016**

**Time allowed: 2.5 Hours**

**Max Marks: 50**

Roll No: \_\_\_\_\_

**Instruction:** Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

**SECTION - A**

[Marks-15]

**There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.**

1. What special measures might be necessary for the recruitment efforts of the retail outlet for home appliances?
2. What is the relevance of Human Resource Management in online retail?
3. Briefly explain the difference between Career Planning and Succession Planning.
4. Place yourself in the position of the general manager of a service department. How might formally written job requirements help you manage your work unit?
5. A new employee is likely to be anxious the first few days on the job.
  - a. What are some possible causes of this anxiety?
  - b. How can this anxiety be reduced?

**SECTION - B**

[Marks-20]

**There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.**

1. What are the most uniquely inbuilt people related challenges of retail industry? Supplement your answer with examples.
2. What do you understand by 'Employer Branding'? How does it affect the selection of a rare skill-set required in e-commerce industry? Justify citing suitable examples.
3. As the district manager responsible for six stores in a large electronics retail chain, you have had difficulty with the performance of some sales employees. Although they are initially motivated and generally have good interpersonal skills, many have difficulty with the complex knowledge of the wide variety of store product ranging from computers to high fidelity sound systems. Describe three strategies you might apply to improve the match between the competencies of new sales employees and the job requirements.

## SECTION - C

**Please read the case and analyze the situation mentioned in the case. There are 2 questions given in the case, each carries 7.5 marks. (15 marks)**

In the United States and worldwide, there are many different hotels for guests to select. Some are part of high-end, luxury hotel chains such as Ritz-Carlton and Four Seasons. Other chains have multiple levels such as Starwood with Sheraton, Four Points, and others, and Marriott Corporation with a range of brands from Marriott resorts to Fairfield Inns. One common characteristic that all of these hotels have identified is how crucial training is. Hotel executives have learned that high-quality service is usually what determines if guests will return to their facilities, even more so than price. Consequently, having a well-trained hotel staff is crucial to delivering the high-quality customer service guests expect. The focus of much of the training is on creating positive organizational cultures through all facilities and with all managers and employees. Many of these chains have expanded their training commitments by hiring more full-time trainers to work throughout all locations and areas. Several different types of training illustrate these efforts.

The Starwood collection of hotels (St. Regis, Westin, Sheraton, Four Points, W Hotels) sees a specific focus on training as a contributor to competitive success. Over a recent six-month period, Starwood trained its 185,000 workers on areas such as social skills, handling worker emotions, and conflict/problem solving. These elements are seen as crucial to providing successful customer service. The focus of the training is for employees to know more about the types of guests in the hotels and how to respond to different situations that occur. Managers and others at hotels are trained on such factors as ensuring eye contact, evaluating customer and employee body language signals, and flexibility in resolving problems.

Choice Hotels and other chains use role-playing as part of their training for hotel staff members. Handling families with kids, tired business travellers, and other types of individuals enhances the customer services culture in a facility. Another side benefit is that employees become less frustrated and stressed, which has reduced turnover and increased employee satisfaction. The upscale Ritz-Carlton group has established the Mystique technology program.

Individual guests' preferences can be entered and accessed by employees. This system can track what individual clients' preferences are for types of rooms, service that they have experienced, and even personal allergies. To implement this system and its use, the firm held train-the-trainer conferences. Then those trainers spread out and conducted training for hotel managers, local HR and training managers, and marketing/guest relations managers.

However, training just existing employees can be too limited. So Ritz-Carlton and other chains have revised their new employee orientation training. Integrating job-related details and how to use the Mystique system with customers is now part of the on-boarding process for employees at all levels, including housekeepers, desk clerks, restaurant servers, supervisors, and managers. From these examples, it is evident that many hotels are investing significantly in training. The payoffs of the training are likely to be seen in more satisfied guests, better-performing employees, and increased organizational revenues and profits.

### **Questions**

- 1) Discuss how these hotels are using a strategic and performance consulting approach to developing training efforts.
- 2) Identify how the effectiveness of Ritz-Carlton's Mystique program might be measured several years later.