

PGDM, (2018-20)
Human Resource Management
DM- 203

Trimester – II, End – Term Examination: December 2018

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. Describe the role that job analysis plays relative to recruitment.
2. How, as a manager, can you use technology as a tool to overcome labor shortage?
3. What is the relevance of Human Resource Management in Corporate Strategies today?
4. Think of the jobs that you expect to seek. What two features of employment will you value most? How can HRM activities contribute to the presence or absence of these employment features?
5. What is an industrial dispute? How does it adversely affect the workers, the management and the nation as a whole?

SECTION - B

[Marks-20]

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

1. "Performance Appraisal is not merely for appraisal but is for accomplishment and improvement of performance". In the light of the above statement discuss some advantages and limitations of performance appraisal.

2. Suppose you are the manager of a five star hotel and you have to ensure that all your employees perform at a very high level. What do you think will be the greatest challenges in training the front desk staff and the house keeping staff? How would you overcome these challenges?
3. Briefly describe why Individual Incentives and Team Incentives are used in the organisations? Give examples of when you would suggest using individual and team incentives programs in your organisation?

SECTION – C

[15 marks]

Please read the case and analyze the situation mentioned in the case. There are 3 questions given in the case, each carries 5 marks

Recruiting and Selecting Low-Level Workers among Seniors

Jackson Hotels, described previously in Case 35, also has a challenge in recruiting and selecting lower-level employees in their resort hotels for such jobs as desk clerk, night manager, reservations, maid service, food service, and maintenance. In many cases, the labor pool of qualified candidates found in larger cities is simply not available or adequate in or near resort communities.

Shirely Gomez, vice president for human resources, has determined that senior citizens might be the best recruitment option for Jackson Hotels given the high-income customers the hotel chain seeks to serve. Her rationale is they have a vast amount of experience, lower accident rates, lower absentee rates, and higher job satisfaction scores than younger workers. As a result of changing attitudes of both employers and employees as well as the increasing availability of seniors in resort areas, she noted that many other companies have begun to target seniors for recruitment. These organizations realize seniors usually have proven employment experience, job savvy, reliability, interpersonal skills, and commitment to the employer. She believes these qualities are important determinants of success in the hotel jobs she hopes to fill in the future. She is also aware that many seniors gravitate toward independent contracting, on-call work, and temporary assignments rather than full-time employment.

Gomez is concerned that some hotel chains have been successfully sued for failure to do adequate background checks on all new employees. In some cases, this failure resulted in the theft of personal property or worse. Consequently, she is aware that whatever processes of recruitment and selection she initiates will need to incorporate some type of background investigation. Up to the present, she has relied on local newspaper advertisements and applicant interviews with hotel managers to recruit and screen applicants. Results have been unsatisfactory thus far due to high turnover and mixed performance among the newly hired employees. She expects present recruitment approaches to be even more inadequate as the hotel chain expands over the next five years. She has asked your professor, Dr. Martin Cannon, to help her focus her recruitment and selection strategies for the years ahead. More specifically, she has asked him to help her answer the questions below. Dr. Cannon, in turn, has asked your class to form groups of two to four students each to discuss these questions and report to the class.

QUESTIONS

1. What recruitment sources do you recommend Jackson Hotels use to recruit seniors for the kinds of positions they are planning to utilize? Why? (5)
2. What background investigations, if any, would you recommend to differentiate acceptable from unacceptable job candidates? Why? (5)
3. What selection criteria and processes would you recommend to identify the best candidates? Why? (5)