DELHI SCHOOL OF BUSINESS
By Vivekananda Institute of Professional Studies - TC

Delhi School of Business
PGDM Program
MID-TERM EXAMINATION, MARCH 2024
TERM – III (Batch: 2023-25)

Course Name	Human Resource Management	Course Code	HRM
Duration	1.5 Hours	Max. Marks	20

Instructions:

1. **Part A is compulsory.** Attempt **any one question** from **Part B**
2. Answer briefly and state assumptions wherever necessary.

PART – A (Compulsory)

Q.1   Read the case given below and answer the questions that follow:
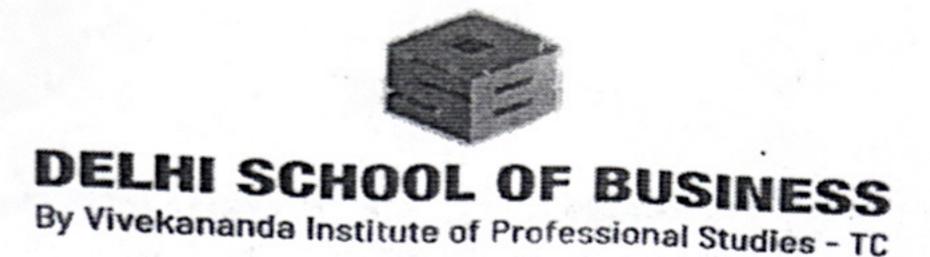
(4*03= 12 Marks) (CO 1,2)

Case: Improving Performance at the Hotel Ace

Hotel Ace was established in Delhi in the year 2010. Slowly a chain of hotels opened in Mumbai, Chennai, Benagluru and Ahmedabad. By the year 2025 they wish to set up hotels in Singapore, Malaysia, and Dubai. The Hotel Ace's strategy is: 'to use superior guest service to differentiate the Hotel Ace properties, and to thereby increase the length of stay and return rate of guests and thus, boost revenues and profitability'. HR Manager Nivedita Arya must now formulate functional policies and activities that support this strategy and boost performance by eliciting the required employee behaviours and competencies.

As an experienced HR professional, Nivedita knew that recruitment and selection processes invariably influenced employee competencies and behaviour and through them, the company's bottom line. Everything about the workforce-its collective skills, morale, experience and motivation – depended on attracting and then selecting the right employees.

In reviewing the Hotel Ace's employment systems, she was therefore concerned that virtually all the company's job descriptions were out of date, and that many jobs had no descriptions at all. She knew that without accurate job descriptions, all her improvement efforts would be in vain. After all, if you don't know a job's duties, responsibilities, and human requirements, how can you decide whom to hire or how to train them? To create human resource policies and practices that would produce employee

competencies and behaviours needed to achieve the hotel's strategic aims, Nivedita's team first had to produce a set of usable job descriptions.

A brief analysis, conducted with her company's CFO, reinforced that observation. Thy chose departments across the hotel chain that did and did not have updated job descriptions. While they understood that many other factors might be influencing the results, they believed that the statistical relationships they observed did suggest that having job descriptions had a positive influence on various employee behaviour and competencies. Perhaps having the descriptions facilitated the employee selection process, or perhaps the departments with the descriptions just had better managers. In any case, Nivedita received the go-ahead to design new job descriptions for the chain.

While the resulting job descriptions included numerous traditional duties and responsibilities, most also included several competencies unique to each job. For example, job descriptions for the front desk clerks included competencies such as "able to check guest in or out in five minutes or less". Most service employees' description included the competency "able to exhibit patience and guest supportiveness even when busy with other activities". Nivedita knew that including these competencies would make it easier for her team to devise useful employee selection, training, and evaluation processes.

(a) As per your understanding of the case, what are the Organisational, competitive strategies of Hotel Ace? Also, list down the Line and Staff Managers of Hotel Ace.

(b) What recommendations would you give to Nivedita to manage diversity in Hotel Ace?

(c) What issues/components Nivedita and her team should keep in mind while designing the job for the post of front desk clerk?

(d) Prepare the job description and job specification for a front desk clerk of Hotel Ace.

PART B (Attempt any ONE question)

Q2. Briefly state why do organisations adopt the following workforce strategies:

(4*02 = 08 Marks) (CO 3)

a. Layoffs
b. Attrition
c. Contractual workforce
d. Outsourcing

OR

Q3. A start-up has approached you to help them with the recruitment and selection of Software Engineers with 0-2 years of work experience. Offer your recommendations while elaborating the steps in recruitment and selection process.

[08 Marks] (CO 3)