



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

PGDM / PGDM FINTECH Program
THIRD TRIMESTER (Batch: 2024-26)
END-TERM EXAMINATION, APRIL 2025

Course Name	Human Resource Management	Course Code	
Duration	Three Hours	Max. Marks	60

Instructions: Answer briefly and state assumptions wherever necessary.

Q.1 Read the case given below and answer the questions that follow:

Case: Improving Performance at the Hotel Azure 4*05= 20 Marks) (CO 1,2)

Hotel Azure was established in Delhi in the year 2010. Slowly a chain of hotels opened in Mumbai, Chennai, Benagloru and Ahmedabad. By the year 2026 they wish to set up hotels in Singapore, Malaysia, and Dubai. The Hotel Azure's strategy is: 'to use superior guest service to differentiate the Hotel Azure properties, and to thereby increase the length of stay and return rate of guests and thus, boost revenues and profitability'. HR Manager Sanya 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, Sanya 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Hotel Azure's employment systems, she was therefore concerned that virtually all the company's job descriptions were out of date, and that many jobs had no descriptions at all.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, Sanya'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, Sanya received the go-ahead to design new job descriptions for the chain.



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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". Sanya knew that including these competencies would make it easier for her team to devise useful employee selection, training, and evaluation processes.

- (a) Briefly explain the terms: organisational strategy and business unit strategy. Also, as per your understanding of the case, what are the Organisational, business unit/competitive strategies of Hotel Azure?
 - (b) List down the Line and Staff Managers of Hotel Azure.
 - (c) What issues/components Sanya 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 Azure.
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Q2. Briefly state why do organisations adopt the following workforce strategies:
(4*2.5 = 10 Marks) (CO 3)

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

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

As per you, what type of training should be provided to the Marketing Manager when he/she joins? Also explain the important elements of training & development as per your understanding.

Also cite what compensation must be given to the Marketing Executive of this start-up. Offer detailed recommendations with reasoning.

[10 Marks] (CO 3,4)

Q4. Based on discussions held in the class, share your views (citing examples) on any 2 of the following:

[05*2 = 10 Marks] [CO 1]

- (a) "Deloitte Workforce strategies"
- (b) "Separation Nightmare" - Managing employee exit
- (c) "All managers are HR Managers and all HR Managers are line managers"

Q5. Read the Diversity case attached and analyse it critically keeping in mind the dimensions of diversity and offer detailed recommendations.

[10 Marks] [CO1-4]

CASE STUDY # 1 -

Forklifts and Drills LLC is a major supplier of equipment for the oil field industry headquartered in Dallas, Texas, and doing business in Oklahoma, Texas, Alaska, the Middle East, and Russia. Following a decline in sales and market share, the company hired a new CEO, a 42-year-old male. He planned to turn the company around in 16 months. He immediately hired a VP for Marketing (male and age 41) to investigate the reason for the decline in sales. The CEO suggested to him that he might want to look at the gender and age mix of the sales force of the company because he suspected that might be the problem. After all, everybody knows that women don't belong anywhere near an oil field, especially in the Middle East, and younger employees work harder because they have more energy and are more motivated. The results of the investigation revealed that the decrease in sales was due to an "inferior sales team." The average age of the sales force was 52, and 20% were female. The new CEO then instructed the VP for marketing to replace the older members of the sales force with younger hires, and to get rid of those women while he was at it.

Over the next 12 months, 75 employees lost their jobs. Most of these individuals were over age 40 and had received excellent performance reviews in the past. All of the women were replaced. The "official" reason given for the terminations was "inability to adapt to change." Most of the new employees who were hired to replace them were in their 20s, and all were male. The company directed the employment agency used to find these replacements to look for qualified individuals under the age of 34.