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M.B.A. DEGREE EXAMINATION, MAY – 2018
Third Year

C-HUMAN RESOURCE MANAGEMENT (Optional)
Human Resource Planning & Development

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   (3 × 5 = 15)

Q1) a)   Supply forecasting of HR.

b)   Human resource development.

c)   Task analysis.

d)   HRD in Panchayati Raj institutions.

e)   HRD Climate.

f)   Mentoring.

SECTION - B
Answer any three questions.   (3 × 15 = 45)

Q2) What do you mean by human resource planning? Explain the process of HRP.

Q3) Explain various methods and techniques of demand forecasting in HR.

Q4) Discuss various strategies for human resource development.

Q5) What is counseling? How it is different from mentoring?

Q6) Give an overview on HRD experience in government and public system.

Q7) Discuss emerging trends and perspectives of HRD.

SECTION - C
(Compulsory)   (10)

Q8) Case Study:

Like several other HR systems at the hotel Paris, the compensation program was unplanned and unsophisticated. The company has a narrow target range for what it will pay employees in each job category (front-desk clerk, security guard, and so forth). Each hotel manager decides where to start a new employee within that narrow pay range: The company has given little thought to tying general pay levels or individual employee's pay to the company's strategic goals. For example, the firm's policy is simply to pay its employees a "competitive salary", by which it means about average for what other hotels in the city are paying for similar jobs.

Lisa knows that pay policies like these may actually run counter to what the company wants to achieve strategically, in terms of creating an extraordinarily service-oriented workforce. How can you hire and retain a top workforce, and channel their behaviors toward high-quality guest services, if you don't somehow link performance and pay? She and her team therefore turn to the task of assessing and redesigning the company's compensation plan. So, even a casual review by Lisa Cruz and the CFO made it clear that the company's compensation plan wasn't designed to support the firm's new strategic goals.

The current compensation policies had also bred what one hotel manager called an "I don't care" attitude on the part of most employees. What she meant was that most Hotel Paris employees quickly learned that regardless of what their performance was, they always ended up getting paid about the same as employees who performed better and worse than they did.

Lisa and the CFO knew they had to institute a new, strategic compensation plan. They wanted a plan that improved employee morale, contributed to employee commitment, reduced employee turnover and rewarded (and thus encouraged) the sorts of service-oriented behaviors that boosted guest satisfaction. After meeting with the company's CEO and the Board, the CFO gave Lisa the go-ahead to redesign the company's compensation plan, with the overall aim of creating a new plan that would support the company's strategic aims.

Questions:

a) Discuss the strategic integration of compensation plans at Hotel Plans, which will influence employee performance.

b) Would you suggest Hotel Paris implement a competency-based pay plan for its non-managerial staff?

c) Devise a ranking job evaluation system for the hotel Paris' nonmanagerial employees (housekeepers, valets, front desk clerks, phone operators, wait staff, groundskeepers and security guards).

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