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**HUMAN RESOURCE
DEVELOPMENT**

By: Gaurav Sahni

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QUESTION PAPER

(June – 2019)

(Solved)

HUMAN RESOURCE DEVELOPMENT

Time: 3 Hours]

[Maximum Marks : 100

Note: Attempt any five questions. All questions carry equal marks.

Q. 1. Write a detailed note on micro and macro level scenario of human resource planning in hospitality industry.

Ans. Ref.: See Chapter-1, Page No. 6, 'Micro and Macro Level', 'Scenario of Human Resource Planning in Hospitality Industry' and Page No. 8, Q. No. 6.

Q. 2. What do you understand by human resource audit? Discuss the essential steps in human resource audit.

Ans. Ref.: See Chapter-4, Page No. 27, 'Introduction' Page No. 28, 'Essential Steps In process of HR Audit'.

Q. 3. Write short notes on the following concept of cost:

- (a) Original cost
- (b) Replacement cost
- (c) Opportunity cost
- (d) Standard cost

Ans. Ref.: See Chapter-5, Page No. 42, Q. No. 2.

Q. 4. What do you understand by point rating method of job evaluation? Discuss the advantages and disadvantages of point rating method.

Ans. Ref.: See Chapter-8, Page No. 58, 'Point Rating'.

Q. 5. What is the role of training in an organisation? Discuss on the job training methods.

Ans. Ref.: See Chapter-13, Page No. 91, 'Introduction', 'Need, Benefits & Objectives', Page No. 92, 'Types of Training'.

Q. 6. Discuss Maslow's Need Hierarchy Theory.

Ans. Ref.: See Chapter-15, Page No. 111, 'Maslow's Need Hierarchy Theory'.

Q. 7. What is Performance Appraisal (PA)? Discuss the validity problems of PA system.

Ans. Ref.: See Chapter-18, Page No. 133, 'What is Performance Appraisal'.

Q. 8. What do you understand by Social Security? Mention the features of the employees' State Insurance Act, 1948.

Ans. Ref.: See Chapter-22, Page No. 169, Q. No. 3 and 4.

Q. 9. Write short notes on the following:

(a) Theory of Relative Values

Ans. Ref.: See Chapter-6, Page No. 49, Q. No. 2.

(b) Problem of Job Evaluation

Ans. Ref.: See Chapter-6, Page No. 49, 'Problems Associated With Job Evaluation'.

Q. 10. Discuss the position of women in hospitality and tourism industry with suitable examples.

Ans. Ref.: See Chapter-23, Page No. 171, 'Introduction', 'Position of Women in Hospitality and Tourism'.

■ ■

QUESTION PAPER

(June – 2018)

(Solved)

HUMAN RESOURCE DEVELOPMENT

Time: 3 Hours]

[Maximum Marks : 100

Note: Attempt any five questions. All questions carry equal marks.

Q. 1. Describe the role and relevance of Human Resource Planning with respect to Tourism and hospitality organisations.

Ans. Ref.: See Chapter-1, Page No. 1, 'Objectives of Human Resource Planning', 'Concept of Human Resource Planning' and 'Page No. 2, 'Need for the Human Resources Planning in Hospitality Industry'.

Q. 2. What do you understand by Human Resource Valuation? What are the determinants of Human Resource Value?

Ans. Ref.: See Chapter-5, Page No. 36-38, 'Human Resources Valuation: Concept and Determinants of Value'.

Q. 3. Define Job Description. What are the prerequisites for designing a Job Description? Explain with the help of relevant examples from tourism and hospitality industry.

Ans. Ref.: See Chapter-7, Page No. 51, 'Job Description, Job Specifications and Job Analysis: Linkage' and Page No. 54, 'Design of Job Description' and 'Uses of Job Description'.

Q. 4. What is the importance of Training in Hospitality sector? What are the various training methods available?

Ans. Ref.: See Chapter-13, Page No. 91, 'Need Benefits and Objectives' and Page No. 95, 'Training Methods'.

Q. 5. Write short notes on the following:

(a) Task Analysis

Ans. Ref.: See Chapter-9, Page No. 64, 'What is Task Analysis' and 'Uses of Task Analysis'.

(b) Employee Grievance

Ans. Ref.: See Chapter-20, Page No. 151, 'What is a Grievance'?

(c) Recruitment Policy

Ans. Ref.: See Chapter-11, Page No. 76, 'Essentials of Recruitment Policy'.

Q. 6. What do you understand by Induction Process? How would you design the induction process of a budget hotel of a chain group of hotels?

Ans. Ref.: See Chapter-12, Page No. 86, 'Induction Process' and 'Induction Programme'.

Q. 7. Explain the concept of Fringe Benefits and Labour Welfare. As a HR Manager, what are the various welfare amenities that you can introduce in your organisation.

Ans. Ref.: See Chapter-22, Page No. 165, 'The Concept of Fringe Benefits and Labour Welfare' and Page No. 166 'Voluntary Welfare Amenties'.

Q. 8. What is the importance of Performance Appraisal? What are the different methods of Performance Appraisal?

Ans. Ref.: See Chapter-18, Page No. 133, 'What is Performance Appraisal?' and Page No. 135, 'Methods of Appraisal'.

Q. 9. What is the purpose of Career Planning? What are the advantages and limitations of Career Planning?

Ans. Ref.: See Chapter-16, Page No. 120, 'Why Career Planning', Page No. 123, 'Advantages of Career Planning' and 'Limitations of Career Planning'.

Q. 10. Write short notes on the following:

(a) Employee Counseling

Ans. Ref.: See Chapter-17, Page No. 126, 'Introduction' and Page No. 127, 'On-the-Job Causes'.

(b) Employee Motivation

Ans. Ref.: See Chapter-15, Page No. 113, 'Motivation of Employee in Actual Practice'.

(c) Transfer Policy

Ans. Ref.: See Chapter-19, Page No. 140, 'Need for a Transfer Policy'. ■ ■

Sample Preview of The Chapter

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HUMAN RESOURCE DEVELOPMENT



Human Resource Planning

INTRODUCTION

Human Resource Planning can be defined as the process by which an organization ensures that it has the right number and kinds of people, at the right places, at the right time and that these people are capable of performing their tasks effectively and efficiently. By ensuring all this organization can achieve its overall objectives. Thus, Human Resource Planning can be called manpower planning, personnel planning or employment planning and in other words it is cost-effective utilisation of employees. When HR Planning is applied properly in the field of HR Management, it would assist to address the queries as the number of staff the organization should have, the type of employees as far as skills and abilities of the company should have, in what way the organization best utilize the available resources and finally the concept of talent management to be employed in the company. Poor HR Planning and lack of it in the organization may result in huge costs and financial losses. There is a tendency to recruit more than required employees because of that cost of bad recruitment is more. Therefore, effort should be on forecasting that is the needs of the employees are derived from the corporate objectives of the organization. The next step is to take stock of the current employees in the organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Now-a-

days everything is human capital. Therefore, planning of recruitment is of vital importance in any organization.

CHAPTER AT A GLANCE

OBJECTIVES OF HUMAN RESOURCE PLANNING

The main objectives of human resource planning are to see that the manpower is utilized to the most, that it helps decrease the CTC by few per cent, decrease in the training cost for the company, there should be increase in the number of suggestions generated by the employees, increase in the number of quality circle projects that the employees take up, decrease in the absenteeism and ensuring desired percentage of employee engagement.

CONCEPT OF HUMAN RESOURCE PLANNING

The managing of staff more effectively and efficiently requires a broad process known as Human Resource Planning. It constitute one of the major strategies to enhance and improve work performances, this is done by removing deficiencies and prevent deficiencies. The process of Human Resource Planning include analysis of level of skill in the organization, analysis of current and expected vacancies due to retirement, discharges, transfers, promotions, sick leaves, absence or other reasons and analysis of current and expected expansions. This also indicates that plan has to be made internally by the Human Resources for

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training and development of present employee, for advertising job opening recruiting and hiring new people. A good Human Resource Planning must respond appropriately to the rapid changes in the society and must go beyond forecasting to all aspects of personnel management.

NEED FOR HUMAN RESOURCES PLANNING

In today's scenario education and training holds the dominant place, and HRP basically involves in the decision-making with regard to education which helps in the enhancement of the human resources in economic development on the whole. After this the main question that lurks in everyone's mind is that how the policy planners reach out on a decision.

For any market mechanism to grow their needs a good relationship between producers and consumers. In any competitive market economy, all the participants amongst the producers need to have the best of knowledge about the market trends. Thus, the bonding between the two that is consumers and the producers helps in the final outcome of set prices which guarantees maximum allocation of resources. The standard definition of optimality given by Pareto is that welfare of every participant is basically viewed from the point of view of the individuals' perception of choices and performance according to his/her own standards.

There are some conditions which needs to be fulfilled to achieve Pareto's optimality in resource allocation and they are as under:

- Informed consumers
- Absence of internal economies of sales in production
- Absence of externalities either in production or in consumption
- Absence of public goods

If any of the above condition is not met then it leads to market failure.

NEED FOR THE HUMAN RESOURCES PLANNING IN HOSPITALITY INDUSTRY

The Ministry of Tourism in India seeks ways to promote and develop tourism. Tourism industry growth in our country is prone to the changing economic conditions. In the event when our country is passing through a low phase or an individual's job is at stake, not many people choose to travel. This poses a limitation and people are constraint to spend on travelling. Therefore in such times Human Resource Planning in tourism is very important. As the tourism industry is dependent on labour, and labour costs of goods and services produced are very high. It means that labour

expenses have an important share on total expenses. In order to provide quality goods and services at a reasonable price and compete with their competitors, tourism administrators must control the labour expenses and satisfy their employees. Tourism industry in India is facing an acute shortage of manpower which is educated. Employees are the only source who materialize the dreams and without them the vision would remain only a dream. In the hospitality industry, the interaction between customer and employee takes on a special meaning and importance, and customer satisfaction depends almost entirely on the best performance from the staff. It is therefore most important to attract the right kind of employees and then induct, support, motivate and retain them. Good beginning can be made by recognizing the elements of job satisfaction from the employee's view-point. For this it is must to have good work conditions, to built up opportunities for promotions, give fair pay to the employers, get the best opportunities for training, as much as possible make the job interesting, give them reasonable level of responsibility, to an extent basic security be given to them, their work needs to be appreciated.

The word hospitality means to receive as a guest. Hospitality may bring to mind the times your relatives stayed over at your home, or the times your family went on vacation and stayed at a resort or hotel. As a guest, what is expected for the guests? Traditionally, the requirements of a guest are food, drink and shelter. If the word hospitality refers to the provision of these three necessities to travellers, then the industry consists of businesses that do this. Some hosts, however, also provide entertainment for their guests, like on a cruise ship or a casino. The entertainment industry is far-reaching, including everything from theme parks to sports events. Unlike hospitality, entertainment is not associated with the provision of a tourist's basic needs, and as a whole separate industry altogether.

We should be rest assured that no trip can be successful without the help of right manpower or creativity and the best of services provided and for that matter an ideal place for a perfect vacation is Chokhi Dhani Resort and what makes it so?... Without further contemplation it is the multiple facilities fulfilling all needs of guests. Chokhi Dhani has incorporated all that is needed to make a guest's stay, a memory. Its continual improvement system always maintains the standards. So guests are assured that their comfort is in right hands. The warmth of service will make their stay one of the most comfortable and full of fond memories, making

them come back to this place again and again. This is the awe of right kind of concept in tourism. Tourism has explored Kerala to the fullest and the results are beyond expectations. People are visiting this state which is a wonderful state to tour. One can club the holidays in Kerala with various rejuvenation programmes offered by *ashrams* and hotels in Kerala. Kerala has a number of hotels and Ayurvedic clinics. Kerala is the front-runner in providing the best wellness therapies. The state has many hotels that offer fine facilities to tourists visiting the state. Apart from hotels, the state has various Ayurveda ashrams that are practicing the Ayurvedic treatments for a long time. These *ashrams* are the ideal centres for Ayurveda treatment.

In order to have improvements in HRD standards it is important to have HRP in tourism in order to act we need to think. Just as we need tools like screwdrivers and hammers to do jobs around the house, we need tools with which to think. Acting and thinking about HRP is no different. This will enable you to think deeply, carefully, critically, and reflectively about the nature of the human resource, the workplace, and the possibilities, limitations, aims, and role of human resource management. HRP is a kind of risk management. It involves realistically appraising the present and anticipating the future (as far as possible) in order to get the right people into right jobs at the right time. With the growing trend in tourism it is the right tool for earning foreign exchange. In the competitive world India and other countries are trying their best to make the maximum. Thus, globalization means managing HR diversity, new cultural change, new training etc. Tourism has become very demanding and for that full attention has to be given to HRP and HRD in tourism industry and this will result in manyfold improvement and hence gain profit.

Corporate social responsibility can be defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is about companies going beyond minimum legal requirements in order to address societal needs. Only when the whole world frames their thinking about society's problems in similar ways can a mechanism for cooperation develop. Tourism is not different. For any educational planner the three options exist. The foremost is to treat education as consumption good; the second option is to use it as investment good and finally to consider skilled manpower as basic input to production of goods and services within the economy.

There are three main approaches to educational planning that is social demand, manpower forecasting, and cost benefit. The social demand approach, useful only for reference purposes, attempts to forecast and assess consumer demand for education. Manpower, forecasting tries to insure an output of the educational system to meet future economic demands, but provides mere approximations for medium and short-run goals. The cost-benefit approach, which will be most utilized in the future, attempts to insure either maximization of some objective function, or minimization of resources used to achieve a certain goal.

Social Demand Approach

The demand for education in the society beyond assessment. Education planning has been highly centralized. Plans were and have continued to be conceived, initiated and developed by the central authority at the national level. Thereafter, developed plans were disseminated to lower organs for adoption and implementation. In response to the planning reform requirements a number of initiatives have been put in place to set the new system in motion. The planning reform initiatives include school mapping and micro planning of the whole school development programme and ward-based education management programme. The gap between the demand and supply of education related information is widening. Currently, information tends to be confined to people within particular units or departments. Even within the same institution, information on the performance of one department may not be readily available to another department. Thus, seeking for education information from various institutions becomes a tedious task. There are also concerns on the accuracy and relevancy of some education data collected. All these need to be addressed properly and efficiently.

There are some constraints in the projection of social demands for education, like:

- Unconducive learning environment.
- Shortage of teaching and learning materials.
- Shortage of teachers in schools especially in rural areas.
- Shortage of physical facilities e.g. classrooms utilities, teachers houses, and
- Ignorance of some communities.
- Slim progress possibilities for further education for the children.
- Less income to educated people.
- Demographic characteristics such as fertility and mortality.
- Grants to students.

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Other than these problems there exist some perennial problems associated with the data based on demographic aspects at levels as district, block and village.

Rate of Return Approach

Education is a superior consumption good generating the pleasure of higher status, indicates that the measured rate of return to education ignoring utility benefits from education is generally an under-estimated indicator of the real rate of return. Further, indicates that, in developed countries where utility benefits are much larger, the rate of return is more heavily underestimated than in developing countries.

There are mainly three parameters which involve in the rate of interest:

- (a) Costs of education
- (b) Returns to education
- (c) Discount rate

Costs of Education: India has emerged as a global leader in information technology competence but there is the embarrassing fact that the country has the largest number of illiterate people in the world. The growth of population has resulted in a surge of children and youth looking for educational opportunities at all levels and it is turning out to be a pressure not easy to cope with. The resolve to make primary education universal and compulsory is still there; it is recognized that education at higher levels needs to be expanded and toned up. But how and by whom are the costs to be met? There are number of questions that need to be answered.

The nature of financing higher and technical education has to be seen. It is to be looked into if only the state continue to be the main funding agency and, if so, should the dominant element of subsidy continue? Should the students (or their parents) meet a larger share of costs? Should private agencies largely functioning with a profit motive and working on the basis of market principles come to have a greater role in higher and technical education where the element of social benefit is admittedly less pronounced than in primary education? All these questions needs to be dealt by the government.

Direct Cost: Direct costs are those which can be identified specifically and which can be directly assigned to such activities, relatively easily and with a high degree of accuracy. For example, the supplies needed for a research project are easy to identify, as are the salaries of the individuals who will work on the project and travel expenses for those individuals. Direct costs have two

components namely private expenditure and public expenditure. In this case we are discussing about education.

Public expenditure on education is the amount spent by an individual on himself and catering for all the expenditure like tuition fees, cost of books, etc. Where as public expenditure on education is the amount spent by government on creating, maintaining and expanding the system, these schools provided by the government provide access to education to the poor and downtrodden students near where they live. The introduction of education vouchers to meritorious students enables them to pursue their education in schools of their choice. The effort by government in providing food to the children is praiseworthy. Expenditure on teachers pay, benefits, lab equipments, library books etc. are also derived from public fund hence public expenditure.

Indirect Cost: An indirect cost is a fixed or overhead cost that cannot be attributed direct to the production of a particular item and is incurred even when there is no output.

Indirect costs are agency-wide, general management costs. General management costs consist of administrative activities necessary for the general operation of the agency, such as accounting, budgeting, payroll preparation, personnel services, purchasing, and centralized data processing. An indirect cost rate is the percentage of an organization's indirect costs to its direct costs and is a standardised method of charging individual programme for their share of indirect costs.

Returns to Education: There are three types of returns to education:

1. Direct Monetary Benefits: Student benefits are transfer payments that are given to students for purposes of full-time study, and require progress in studies, or obtaining academic credits. Some of the companies allow and employees are encouraged to pursue educational and academic programmes that help in their career growth. They are eligible for benefits like– Retirement benefits include provident fund and gratuity. Many of the companies organize various programmes to help employees manage their stress and keep themselves healthy. The primary objective of such programmemes is to promote health awareness amongst employees. As part of such initiatives, a variety of topics on health and wellness are discussed. Most of the companies may be public or private have a scheme where all employees are covered under a comprehensive group insurance plan from the time of their joining. The