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M.T.T.M.-3

Management Personnel in Tourism

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**Sample Preview
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Solved
Sample Question
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QUESTION PAPER

June – 2023

(Solved)

MANAGING PERSONNEL IN TOURISM

M.T.T.M.-3

Time: 3 Hours]

[Maximum Marks: 100

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

Q. 1. Enlist few characteristics of Human Resource Manager. Briefly discuss objectives of personnel management. Discuss atleast five important roles of Human Resource Manager.

Ans. Ref.: See Chapter-1, Page No. 1, 'Characteristics and Objectives of Personnel Management' and Page No. 4, 'Personnel Manager's Role'.

Q. 2. Selection is the process of picking out the best suited person for the organisation. Discuss the process of selection. Differentiate between Intelligence tests/Aptitude tests and Personality tests.

Ans. Ref.: See Chapter-2, Page No. 11, 'Selection' and Page No. 17, 'Selection Tests'.

Q. 3. "Management Development Programmes are meant to develop potential of all those individuals who are at managerial positions". What is Management Development and how does it differ from Training? Discuss atleast seven techniques of Management Development.

Ans. Ref.: See Chapter-4, Page No. 25, 'Introduction', 'Defining Training and Development', 'Training' and Page No. 26, 'Methods/Techniques of Management Development Programme'.

Q. 4. How are productivity and Motivation interrelated? Using Maslow's need hierarchy theory and Herzberg's two-factor theory, explain how understanding of motivational factors can lead to productivity.

Ans. Ref.: See Chapter-5, Page No. 40, 'Introduction', 'Issues in Managing People', Chapter-6,

Page No. 48, 'Maslow's Need Hierarchy Theory' and Page No. 49, 'Herzberg's Two Factor Theory', Chapter-5, Page No. 42, 'Social Needs and Productivity' and Page No. 43, 'Analysis of Motivation (Self-Test)'.

Q. 5. Career planning and succession planning are synonymous. Give reasons to support your argument. Is career planning as an activity by HR advantageous? How? What are the objectives of career planning and how is career planning as an activity by Human Resource Department advantageous?

Ans. Ref.: See Chapter-7, Page No. 56, 'Career Planning and Succession Planning', Page No. 57, 'Why Career Planning?' and Page No. 59, 'Process of Career Planning and Development'.

Q. 6. What is the importance of having a clear performance appraisal methods? Briefly discuss the following methods:

(a) Trait Rating Scales.

Ans. Ref.: See Chapter-8, Page No. 64, 'Introduction', 'What is Performance Appraisal?'.

(b) BARs.

Ans. Ref.: See Chapter-8, Page No. 67, 'Behaviourally Based Scales and BARs'.

(c) Ranking procedures.

Ans. Ref.: See Chapter-8, Page No. 67, 'Ranking Method'.

Q. 7. 'Counselling is a delicate job and requires a lot of caution.' Comment. Discuss the specific skills and techniques that should be applied by the manager at the times of counselling sessions.

Ans. Ref.: See Chapter-10, Page No. 79, 'What is Counselling?' and Page No. 82, 'Skills and Techniques' and 'Types of Counselling'.

Q. 8. Discuss major aspects of Discipline and explain the following prevention measures of indiscipline:

Ans. Ref.: See Chapter-11, Page No. 86, 'What is Discipline'.

(a) Corrective Discipline.

Ans. Ref.: See Chapter-11, Page No. 88, 'Corrective Discipline'.

(b) Hot Store Rule.

Ans. Ref.: See Chapter-11, Page No. 88, 'Hot Store Rule'.

(c) Progressive Discipline

Ans. Ref.: See Chapter-11, Page No. 88, 'Progressive Discipline'.

Q. 9. It is believed a well designed salary structure not only rewards but motivates the employees in the system. How? Explain the different components of salary structures.

Ans. Ref.: See Chapter-13, Page No. 102, 'Components of Salary Administration and Pay Structure', 'Salary Structure'.

Q. 10. What is a grievance? How is grievance processed in the organisations? Describe the steps in grievance handling.

Ans. Ref.: See Chapter-12, Page No. 95, 'What is Grievance?', Page No. 97, 'The Processing of Grievances' and Page No. 98, 'Steps in Grievance Handling'.

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Sample Preview of The Chapter

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MANAGING PERSONNEL IN TOURISM

Functions and Operations of a Personnel Office

1

INTRODUCTION

Personnel management is concerned with fulfilment of the objectives like desired rate of return, development of the geographical area and supplying to public some goods and services.

Personnel management is that aspect of the management that deals with the planning, controlling, organising and directing of the personnel functions of an organisation.

Through personnel management, “the organisation can make their dream into reality”. The most difficult task of the tourism management is to identify the needs of the personnel management. A personnel manager is a manager who must perform the basic functions of the management. Personnel manager exercises authority and leadership over other personnel. The corporate personnel staff should be concerned with the organisational planning, preparation of organisation manuals and implementing plans of reorganisation. The qualities of a personnel manager are: Health, vigour, ability to understand and learn, initiative, loyal, ethical, posses learning and teaching skills, knowledge of various disciplines like technology, management, laws, economics, human physiology, training and

experience in required areas, mentally alert and honest, patience and competent, good communicator etc. The personnel manager must have knowledge of the local language, degree from a recognised university, post graduate in HRM, other skills in the organisation if necessary and problem solving skills and creativity.

Personnel management deals with the formulation of various policies in the organisation.

CHAPTER AT A GLANCE

CHARACTERISTICS AND OBJECTIVES OF PERSONNEL MANAGEMENT

The following are the characteristics of personnel management:

1. It is concerned with the development of human resources to achieve the goals of an organisation.
2. It is a continuous process requires regular review and integration.
3. It is concerned with employee’s social, behavioural and emotional aspects in the organisation.
4. It covers all the categories like skilled, unskilled, technical and managerial employees.

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5. Utilise employee's efforts collectively in the enterprise to attain the goals.
6. Maintain a willingness of work with coordination and cooperation to fulfil the goals of an organisation.
7. Managing human resources at work.
8. It deals with the fulfilment of goals.

Objectives of Personnel Management

There are various objectives of personnel management which are as follows:

1. **Effective utilisation of resources:** Effective utilisation of resources is needed to achieve goals of the organisation.
2. **Satisfy the needs of the employees:** In order to satisfy the needs of the employee's personnel management provide adequate compensation and other benefits.
3. **Personnel manager** provide various services and welfare facilities to the employees.
4. **Development of employees:** By giving them opportunities of training, on the job education, transfer, promotion and retraining facilities.
5. **Selection of right type of personnel** at right time for the right job at right cost in the organisation.
6. **Maintain an organisation structure:** Personnel manager maintain an organisation by dividing jobs, functions and positions of an employee in the organisation.
7. **Better human relations:** Better human relations can be maintained by personnel manager by providing improved conditions.

To fulfil these objectives, the top management has to create various conditions are as follows:

- Existence of skilled employees is necessary to achieve the goals of the organisation,
- Effective plans,

- Consider employees as co-worker,
- Organise plans for the effective organisation.
- Division of tasks of an organisation.
- The formulation of objectives in consultation with managers and other persons in the organisation.
- Proper communication and clearly defined objectives.

FUNCTIONS AND OPERATIONS OF PERSONNEL MANAGEMENT

There are various functions of personnel management.

Traditional functions include: Hiring, Recruitment, Selection, Training, Supervision and Evaluation.

Additional functions include: Leadership, intervention etc.

Personnel management functions are divided into two categories:

1. Managerial functions.
2. Operative functions.

1. Managerial functions: Managerial functions include planning, organising, staffing, directing and controlling.

2. Operative functions:

(a) Planning Manpower Requirements:

Functions Operations:

- **Expect vacancies in the** anticipate retirements, deaths, Organisation anticipate future promotions, Estimate future vacancies.

- **Recruitment:** Prepare job analysis, job specification, analyse the source of recruitment, attract potential employees.

(b) Organise the Human Resources:

- **Organisation planning:** Analyse the organisation structure, Set goals and tasks, Plan a schedule, Analyse key position requirement.

- **Selection:** Prepare questionnaire, interviewing the applicants, aptitude test, psychological test, intelligence test, check their references, medical examination, final selection.
 - **Employees classification:** Job description, job classification, review action plans.
- (c) Staffing Function:**
- **Induction:** Orientation of employees to jobs, orientation of employee's to goals, arrange training programme, provide education facilities.
 - **Transfer and Promotion:** Analyse job description, evaluation of employee performance, promotion according to employees performance.
 - **Training:** Prepare training programme, provide training resources, provide trainer, conduct training programme, evaluate results.
- (d) Motivation:**
- **Job design:** Job specification, job description, job enrichment.
 - **Performance appraisal:** Establish performance standards, set measurable goals, measure actual performance, comparison of actual with standard performance, take corrective actions.
 - **Collective bargaining:** Prepare negotiation rules, bargaining, agreement, administration of such agreement.
 - **Employee discipline:** Develop rules for conduct, centralisation of discipline, review discipline decision, disciplinary action should be prompt.
 - **Employee Health and Safety:** Proper work setting, establish safety rules, analyse accident rates, conduct safety programme, prevent hazards.
 - **Security services:** Prepare security regulations, fire-fighting services, provide watchman services.
 - **Personnel management:** Personnel management is concerned with fulfilment of the objectives like desired rate of return, development of the geographical areas and supplying to public some goods and services.
 - **Job analysis:** Job analysis provides the analyst with basic information related to specific jobs.
 - **Job description:** It is a statement that describes the various terms of the job like its title, location, duties, working condition and hazards, relation to other jobs etc.
 - **Job specification:** It is a document describing the qualities required for particular job in an organisation.
 - **Standard:** Standard performance is the performance which is decided by the management for the employees of an organisation.
 - **Performance appraisal:** Performance appraisal is concerned with the differences among the employees in terms of their performance.
 - **Grievance:** Grievances are resulting from management policies, working conditions and personal factors.

ORGANISATION OF A PERSONNEL OFFICE

Organisation of a personnel office will depend on the size of the organisation, the management philosophy and functions of an organisation. Organisation of personnel office undertakes activities by looking to present and future requirements of an organisation. All the functions of personnel management are important to all organisations.

Chart for Large Organisation

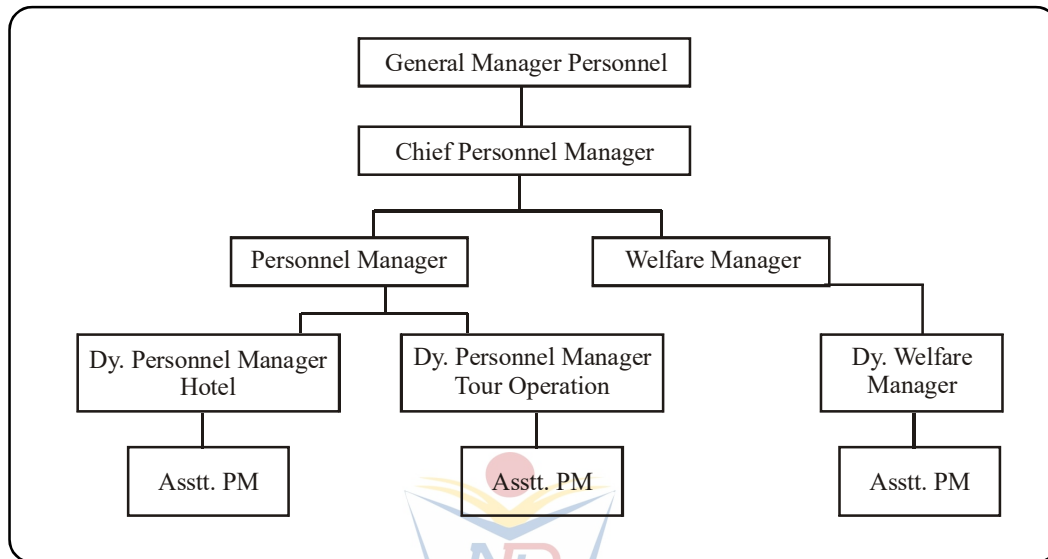
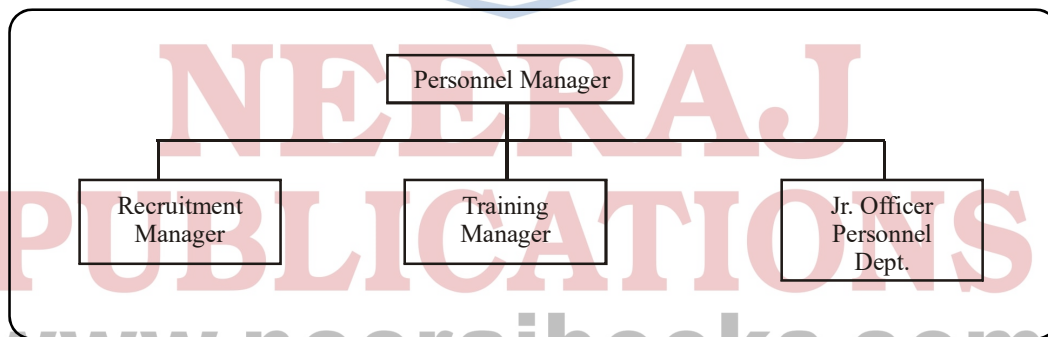


Chart for Small Organisation



While making activities of an organisation the various factors like: size and nature of the organisation, social, economic, cultural, political, philosophy of the business and legal environment are considered.

PERSONNEL MANAGER'S ROLE

- **Change agent:** Personnel manager acts as change agent for the introduction and implementation of change in the organisation.
- **Strategic partner:** Personnel manager plays an important role in strategy formulation and implementation in an effective manner. He identifies time-to-time external opportunities of an organisation.

- **Counsellor:** Personnel manager consults from employees about their problems related to family, business and others.
- **Motivator:** Personnel manager acts as motivator by offer time-to-time extrinsic and intrinsic rewards to bring out talented people.
- **Recruiter:** The recruitment of employees is the most difficult task of the personnel manager. Recruiter finds out a person having adequate knowledge, skills for the job.
- **Mediator:** Personnel manager acts as a mediator in case of disputes between two employees, manager, subordinates and management with the objective of maintaining peace.