

B.Sc. International Hospitality Management

Type: Semester End Assessment (SEA)

Date: 18/11/2025

Batch and Semester: 2024-27 and 3

Total Marks: 80

Time Duration: 02 Hours

Course Name: Human Resource Management

Course Code: IHT-211

Faculty: Dr. Semele Jatin Sardesai

This paper contains 06 pages in addition to the cover page.

Full Name of the Student: _____

Permanent Registration Number: _____ Class: _____

Marks Obtained: _____ Faculty Signature: _____ Invigilator Signature: _____

Main Answer sheet	Number of Supplements	Total number of Answer sheets
01		

- Carefully read each question at the outset of the paper. All queries must be addressed to the faculty within the first 10 minutes of the examination.
- Students are expected to maintain complete silence in the examination hall and should not interact or communicate with their peers.
- Students will carry only their essential stationery like pens, pencils, ruler and simple calculators into the examination hall.
- Bags, eatables, drinks, etc. will not be allowed inside the hall with the exception of a bottle of water.
- Cell phones, electronic data banks, scientific calculators and smart/beeping watches are prohibited in the examination hall.
- Students will answer the examination with only blue/ black ball point pens unless informed differently by faculty. Avoid usage of green or red ink pens on the answer sheet.
- Dictionaries will not be allowed into examination hall unless informed differently by faculty.



Q.1) Answer the following (Any 8)

(8 x 2 = 16 Marks)

- a) What is Human Resource Management?
- b) State two core functions of HRM in a hospitality organization.
- c) Define Job Analysis.
- d) What is Manpower Planning?
- e) What is Recruitment?
- f) Define Selection.
- g) What is Training?
- h) What is Performance Appraisal?
- i) Define Industrial Relations.
- j) Name four types of interview.

Q2 A) Answer the following:

(6 Marks)

- i) Explain the "Ethical Considerations" in Hospitality Human Resource Management.

(3 Marks)

- ii) Explain the process of selection. (3 Marks)

OR

- iii) Explain "technology in recruitment and selection". (4 Marks)

(6 Marks)

- iv) Explain the difference between job description and job specification. (2 Marks)

Q2 B) Answer the following:

(6 Marks)

- i) Explain methods of training in the hospitality industry. (3 Marks)
- ii) Explain training needs analysis. (3 Marks)

Q2 C) Answer the following:

(4 Marks)

- i) Explain the 'Appraisal process'.

Q3 A) Answer the following:

(6 Marks)

- i) Apply the principles of Human Resource Management to create a recruitment advertisement for a Front Office Manager in a luxury hotel. (3 Marks)
- ii) Prepare a checklist for conducting a selection interview. (3 Marks)

OR

- iii) As an HR manager, prepare a job design for a housekeeping supervisor. (4 Marks)
- iv) Plan suitable placement strategies for new employees in a hotel. (2 Marks)

Q3 B) Answer the following

(6 Marks)

- i) Apply the principles of performance management to develop 3 KRAs for a Banquet Sales Executive in a five-star hotel. (3 Marks)
- ii) Prepare a simple training schedule for front office staff. (3 Marks)

Q3 C) i) Construct a performance-linked incentive plan for restaurant staff.

(4 Marks)

Q4 A) Answer the following:

(6 Marks)

- i) Compare the HRM practices of a hotel chain with those of a stand-alone property. (4 Marks)
- ii) Analyse the consequences of poor manpower planning. (2 Marks)

OR

- iii) Critically evaluate the role of job evaluation in wage structuring. (4 Marks)
- iv) Explain with examples how compensation structure impacts employee motivation. (2 Marks)

Q4 B) Answer the following:

(6 Marks)

- i) Evaluate the effectiveness of union negotiations in maintaining industrial peace in the hospitality industry. (3 Marks)
- ii) Explain why onboarding is important in the hospitality industry. (3 Marks)

Q4 C) Answer the following

(4 Marks)

- i) Identify the benefits of linking performance appraisal to training programs.

Q5 A) Read the caselets carefully and answer the question

(6 Marks)

Answer either (i & ii) OR (iii & iv)

i) "The Oceanview Resort," a 100-room luxury property, needs to fill a critical vacancy for a "Guest Services Manager." This role is pivotal for maintaining guest satisfaction and overseeing the front office team. The current General Manager, Ms. Priya Singh, is debating whether to promote an existing highly-rated Assistant Front Office Manager (internal recruitment) or search for an experienced Guest Services Manager from another luxury hotel (external recruitment).

Question:

Advise Ms. Singh by discussing two advantages of pursuing internal recruitment and two advantages of pursuing external recruitment for this specific "Guest Services Manager" position at The Oceanview Resort. (4 Marks)

ii) "The Coastal Breeze Hotel" has been experiencing a higher-than-average turnover rate for its front desk and housekeeping staff within the first six months of employment. Exit interviews often reveal that new hires felt the job was different from what they expected, or they struggled with the fast-paced, customer-centric environment.

Question:

Suggest two specific, actionable improvements that the Coastal Breeze Hotel could implement in its selection process to better identify candidates who are a good fit for their front desk and housekeeping roles, aiming to reduce early turnover. (2 Marks)

OR

iii) "The Gourmet Haven," a highly-rated restaurant within a luxury hotel, prides itself on its culinary excellence and consistent guest feedback regarding food quality. Chef Antoine, the Head Chef, has identified a group of 5 high-performing kitchen staff (commis chefs, station chefs) who consistently exceed expectations in terms of food preparation, hygiene standards, teamwork, and innovation. As the HR Executive, you've been tasked by the General Manager to design a small, yet impactful, reward



program to recognize and further motivate these individuals, aligning with the restaurant's quality focus.

Question:

As the HR Executive, develop three distinct, non-monetary rewards that could be included in a program for these high-performing kitchen staff at The Gourmet Haven. For each reward, briefly explain *why* it would be effective in motivating kitchen staff in a luxury hotel setting. (3 Marks)

iv) A luxury hotel chain opening a new property in Goa wants to stand out by offering deeply personalized service. Instead of hiring based solely on technical skills or years of experience, the HR team redesigns its recruitment process. They begin assessing candidates for emotional intelligence, service mindset, and cultural fit. Role-playing and behavioral interview questions such as *"Describe a time you anticipated someone's needs"* are integrated into selection rounds.

As a result, new hires show a high level of guest engagement. Positive reviews frequently mention how staff remembered guests' names, preferences, and even offered surprise gestures like personalized birthday cakes.

Questions: (3 x 1 Mark = 3 Marks)

How did the recruitment process reflect strategic HRM principles?

Why is emotional intelligence important in luxury hospitality?

What challenges might this hotel face using this recruitment approach?

Q5 B) Answer the following

(6 Marks)

i) "The Pinnacle Hotel Group," a chain of luxury hotels, has recently introduced a new performance-linked pay (PLP) system across all its departments, including front office, F&B, and housekeeping. Under this system, a significant portion of an employee's potential bonus is tied directly to achieving specific individual and departmental KPIs (Key Performance Indicators) such as guest satisfaction scores, efficiency targets, and upselling metrics. While the management anticipates higher productivity, some HR managers are concerned about the potential unintended



consequences on employee retention, especially for roles where performance metrics can be challenging to meet consistently.

Question:

Analyse the potential positive impact and a significant negative impact that this performance-linked pay system could have on employee retention at The Pinnacle Hotel Group. Additionally, suggest one strategy the hotel could implement to mitigate the negative impact on retention while still leveraging the benefits of PLP. (3 Marks)

ii) The Front Office Supervisor, Meera, at “Coral Bay Hotel” has announced she will leave in 2 months. The hotel has no written succession plan. Two internal staff are possible successors:

Arjun (Senior Front Desk Agent): Great with guests and upselling. Has little experience with night audit and staff rostering.

Leena (Night Auditor): Strong with PMS reports and cash/reports, but less confident handling VIP arrivals and complaint recovery. Last month, when Meera was on leave, check-in queues were longer and upsell revenue fell. Peak holiday season starts in 6 weeks, and training budget is tight.

Questions (3 x 1 Mark each = 3 Marks)

What is one risk if the hotel doesn't plan Meera's replacement now?

Evaluate one quick step the hotel can take in the next 4 weeks to prepare a successor.

Who should act as supervisor during peak season—Arjun, Leena, or a shared plan—and give one reason.

Q5 C) Answer the following:

(4 Marks)

The F&B outlet at Harbor View Resort is busy on weekends and holidays. Lately, three servers resigned and two more are thinking of leaving. In exit talks, they said:

- The roster feels unfair (same people get late shifts and doubles).
- Time-off requests are often ignored.
- Overtime is paid, but no one gets recovery rest after long weeks.

Guest service scores are slipping on Sunday nights. The restaurant manager makes



the roster alone, without a clear policy or system. Peak festival season starts in 4 weeks.

Questions (4 x 1 Mark each = 4 Marks)

Identify is the main HR problem here in one line?

Select one simple metric the hotel should track weekly to spot unfairness.

Plan one quick fix for the next 4 weeks to reduce burnout.

Plan one long-term policy or tool to keep rosters fair all year.

no