



V. M. SALGAOCAR INSTITUTE
of
INTERNATIONAL HOSPITALITY EDUCATION

B.Sc. INTERNATIONAL HOSPITALITY MANAGEMENT

Type: Semester End Assessment

Date: 26 April 2022

Term: 9

Total Marks: 25

Time Duration: 2 Hours

Course Name: Case Analysis

Course Code: IHOH111

Instructor: Alba De Sa

This paper contains 02 pages in addition to the cover page.

Name: _____

Student 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 avoid interacting or communicating with their peers.
- Students must enter the examination hall 10 minutes prior to the scheduled time of the examination.
- Students will carry only their essential Books, notes, pens, pencils, calculators and scales 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 and beeping watches are prohibited in the examination hall. The usage of electronic data banks is prohibited.
- 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.
- Students will not be permitted to exit the examination hall 30 minutes prior to end time of an examination. A student leaving the room will have to return his/her paper to the faculty and the paper will be considered as completed.
- Students may be permitted to take a break under exceptional circumstances only if accompanied by an invigilator.



Answer All Questions

I. Read the case study below and answer the questions that follow.

West Coast Limited is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers.

The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of Employee Equality. The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike.

The company recently had some vacancies in the organisation for which it hired new employees from external sources for a higher-level post without considering the potential internal candidates. While also accounting for the fact that these newly hired employees are placed with higher packages than that of existing employees in the same cadre.

It was not until recently that the company began facing a countable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials, incorrect labeling of material, not dispatching the materials on time, material handling problems, etc.

The management views the case as there are loopholes in the system of various departments and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to the system but it relates to the employees.

Questions:

- a. Identify the key issue in the above case and explain what could be the probable cause of the recent problems noticed? Justify your answer. **(5 marks)**
- b. If you are in the role of HR manager, what will be your immediate step to solve this case? Providing your valuable solutions. **(5 marks)**



II. Read the case study given below and answer the questions that follow.

Hitech Corporation is a well-known IT company based in Hyderabad, India. Hitech provides networking solutions to many Fortune 500 companies. Started in 1990 by two technology experts, Hitech currently has almost \$40 million in annual revenue. When the founders started the company, they established as one basic value that working at Hitech should be enjoyable as well as profitable. That belief has helped create a company culture today that gives Hitech competitive advantages when recruiting and retaining talented workforce in the challenging labour market of IT.

Because recruitment of talented employees to handle growth at Hitech is so crucial, the HR unit has an aggressive employee referral program which pays employees up to \$5,000 for referring new hires who stay with the firm. The HR unit prides itself on prompt feedback to potential employees.

Other "fun" programs include sports and recreation days such as football, pool tables, volleyball courts, assorted video games, pianos, ping pong tables, and gyms that offer yoga and dance classes. Grassroots employee groups for all interests, like meditation, gourmet cooking and salsa dancing while also organising lunch and dinner parties for all staff. Theme parties are organised each month that had its executives wearing animal costumes as part of a "jungle" party and so on.

These fun initiatives have a more important business purpose-to demonstrate that people are important at Hitech. Is all this fun profitable? Hitech's answer is an unqualified yes. Over 40% of all Hitech's new employees come from the employee referral program. The firm's cost to hire each new employee is about \$5,000 less than the industry average. Even more important, those hired stay longer as indicated by its retention rate of 42 months compared to the industry average of 20 months. Also, employee turnover is about 6% annually which is significantly below the industry average. It is obvious that Hitech's approach to HR management is paying off, both in an enjoyable company culture and in contributing to organizational success.

Questions:

- a. Employee referral is the best approach to recruitment. What is your view? **(5 marks)**
- b. Do you think the 'fun at work' practice has been truly profitable at Hitech? Justify your answer with evident outcomes visible in the operations at Hitech. **(5 marks)**
- c. What according to you could be the cons of 'fun at work' strategy used by an organization? **(5 marks)**