

**Paper 1 - Hospitality Law and Human Resource Management**

**75 marks**

**2.5 hours**

**Q1a) Fill in the blanks and rewrite the full sentence. (5 Marks)**

- a. Deficiency in services is a ground for redressal under the Consumer Protection Act of 1986. (Goods, service, consumers)
- b. Strike is a weapon often used by employees for collective bargaining with the employer. (lay-off, retrenchment, strike)
- c. VRS is an acronym for voluntary retirement Scheme. (Valued, Voluntary, Verified)
- d. Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. (Recruitment, Specification, Forecast, Retrenchment)
- e. Job Specification is a statement of minimum acceptable human qualities required for better performance of the job. (Job description, Job specification, Job analysis)

**Q1. B. Match the following: (05 Marks)**

A	B
1. Employee appraisal	a. Evaluation of the worker
2. Globalization	b. Challenges of HRM
3. HR Audit	c. Evaluation of HR policies
4. Human Resource Planning	d. Manpower planning
5. Job rotation	e. Reduces monotony

**Q1. C. State if the following sentences are true or false: (05 Marks)**

- a. Business Process Outsourcing hires a third party for specific activities. True
- b. An article of food is adulterated if it is obtained from a diseased animal. True
- c. Generation gap is a characteristic of diversity as a challenge to HRM. True
- d. The Bombay Shops & Establishments Act applies to the whole of Maharashtra. True
- e. Refresher training is given to a fresh employee. False

**Q2. Answer any three of the following questions:**

**(15Marks)**

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a. What are the powers of a food inspector?

*(Student can write any five powers of a food inspector)*

Right to:

1. Take samples of food (stop any vehicle carrying food if needed)
2. Send food samples for analysis to the public analyst
3. With prior approval of health authority prohibit sale of any article of food item in interest of the public.
4. Enter and inspect any place where food is manufactured / stored / stored for manufacture / exhibit for sale and also if any adulterant is manufactured / stored / stored for manufacture and send such sample for analysis.
5. Any article as food if it appears to be adulterated / misbranded he can seize the entire stock and send sample for analysis.
6. Power to break open a packet of food / door of a premise used to store food / sell.
7. Power to seize books of accounts if any adulterant is found in possession of manufacturer / dealer / seller and the concerned person is not able to give clear explanation of the same.
8. Exercise the powers of a police inspector in finding and recording the true name and address of the person in whose custody adulterated / misbranded food was found.

b. What are the sources of Indian law?

*(Student should list and explain each source in two to three sentences)*

The sources of Indian law can be noted as:

Primary Sources:

Customary law, Judicial precedents, statute, personal

Secondary sources:

English law, common law, merchant law, law of equity, statute law

c. What are the rights and duties of a bailee?

*(Student to write any five each of right and duties)*

Rights :

- Deliver goods to one of the joint bailors.
- To deliver goods to Bailor, even if the Bailor has no title
- Right to apply to the court
- Right of action against trespassers
- Bailee can detain goods until his charges in respect of labor & skill used are paid by the bailor.
- If the bailor fails to complete the work in stipulated time / reasonable time, he is entitled to a lieu to the goods

Duties:

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- Take proper care for goods bailed
  - Not to make unauthorized use of goods in manner inconsistent with the terms of bailment
  - Not to mix bailor's goods with his own goods.
  - Paying compensation for the damages (in case of mixing of bailed goods with own goods)
  - Not to setup adverse title
  - Duty to return accretion of goods eg. delivery of cow with calf
  - Bailee to return goods to the bailor.

d. List and explain in short the rights of a consumer?

*(Students to list and explain in their own words any five rights of a consumer)*

A consumer has right to the following:

- \* Right to Safety – safety instructions / safety of the product / safety warning, etc.
- \* Right to Choose – Customer to get options to choose from, not to be confined to a product / brand etc.
- \* Right to be Informed – Information to be displayed on the product and the consumer to be informed of compulsory / voluntary standards followed
- \* Right to be Heard – The consumer has the right to be heard by the supplier, manufacturer, dealer, etc. In case of grievances.
- \* Right to Seek Redressal – consumer has right to seek redressal with help of consumer forum
- \* Right to Consumer Education – consumer has the right to be educated of a product / service – its pros & cons. Etc.

e. What are standing orders as per the Industrial Employment (standing orders) Act?

*(Student to list all the standing orders of the act.)*

Standing orders:

1. Classification of workmen – permanent / probationary / temporary / casual / apprentice / trainee etc.
2. Publication of work time
3. Publication of pay days and holidays
4. Publication of wage rate and payment of wages
5. Publication of shift working
6. Notice of change in shift working
7. Attendance & late coming
8. Leave
9. Stoppage of work
10. Termination of employment
11. Disciplinary action for misconduct.

f. What are the essentials of a valid contract?

*(Students to list all and explain each in 2 sentences)*

The following are essentials of a valid contract:

1. Intention to create legal relations
2. Offer & acceptance
3. Lawful consideration
4. Capacity of parties
5. Free and genuine consent
6. Lawful object
7. Agreement not declared void
8. Certainty & possibility of performance

**Q.3. Answer any three of the following questions:**

**(15 Marks)**

a. Write a note on job description, list its contents.

JD document contains all the functional details involved in the job performance. It is a written record of the contents of a job. It is a factual organized statement that can provide all information relating to what, how, where and why a job has to be done. A JD document once prepared is reviewed periodically and updated in the light of changing conditions and shortcomings revealed. The job description document is one of the primary outputs of a systematic job analysis. It is a written description of what a job demands.

Contents of a JD:

- 1) Job title
- 2) Contents of a job in terms of activities performed
- 3) Duties/responsibilities within a specific job
- 4) Location
- 5) Responsibilities which go with the corresponding duties
- 6) Working conditions in terms of physical abnormalities.
- 7) Machines/tools /equipment
- 8) Supervision required from an employee
- 9) Organizational values
- 10) Job specification

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b. What is job enlargement? What are its advantages and disadvantages?

Job enlargement was invented to break the monotony of daily work of the employees in the 70s. Small companies in the past which did not have many opportunities for promotions, tried to motivate employees through this technique. Job enlargement involves increasing the scope of a job by adding more tasks to it. The level of responsibility will remain the same. It is also called the horizontal expansion of job activities. For example a waiter in a restaurant is given the additional responsibility of handling cash and bills along with his regular duties. In short job enlargement is expanding the scope of the job quantitatively.

Advantages of job enlargement:

- a) It reduces monotony and boredom at work by providing employees with more complete or whole job to do.
- b) It is a method of training and developing more versatile employees.

Disadvantages of job enlargement:

- a) Job enlargement increases the scope but not the depth of the job
- b) In many cases employees end up being frustrated because increased activities do not result in increased salaries.
- c) Enlarged jobs require longer training period as employees have to learn more tasks.

c. Write a note on HRD culture & climate.

All types of organizations, wanting to grow, renew, diversify, change, improve or stabilize need a strong, resourceful and well organized HR department. The main advantage of such HR departments is creating an HRD culture and climate by investing in their employees for their growth and development.

As per American Society for Training and Development (ASTD), HRD is defined as: The integrated (combined) use of training and development, organizational development, career development to improve individual, group and organizational effectiveness.



HRD culture and climate is one where organized learning experience is provided to its employees. It aims at providing overall learning opportunities to help its employees grow. It prepares employees for the future. It is intended at matching the organizational needs, with individual need for career growth and development. It is a process involving series of learning activities designed to acquire the desired level of competence among employees. In the recent years HRD has become the focus of planners, decision-makers and managers. In today's time, learning and development or L&D is a term that is popularly used in organizations. The various developmental initiatives that are a part of HRD are training, management development, organizational development, mentoring, expatriate assignments, career planning, succession planning and motivating. This will enable positive contribution towards the success and stability of an organization.

d. Discuss the classical approach to job design in short.

Classical approach: It is based on Taylor's principal of scientific management. Taylor's principles of scientific management formed the basis of designing jobs in most organizations in the past. It offers following principles for job design/redesign:

- a) Jobs should be broken up into tasks and tasks into further smaller components.
- b) Through scientific study and analysis the best method for doing a task should be developed.
- c) Jobs to be standardized through time, motion and method study.
- d) Workers should be selected to perform specific tasks so as to ensure narrow specialization.
- e) Workers should be trained in their respective tasks.
- f) Each worker should be responsible for a single operation.
- g) Incentives and monetary compensation should be linked to performance.

Demerits:

- a) Due to specialization and repetition there would be boredom and lack of motivation to work.

- b) There would be a very little opportunity for the workers to interact with others.
- c) There would be lack of 100% efficiency.
- d) There would be little or no job satisfaction.
- e) Workers would not be multi-skilled.

e. Write a note on evolution of HRM.

*(Students to cover maximum points from the paragraph below. To talk on the evolution of Personnel management – history related to war, codes of conduct, management concepts of past to Industrial revolutions. To emphasize on need of a neutral person to handle labor problems. Creation of personnel managers, trade unions, etc. Shift of trend on 1960's – policies of motivation, equal opportunities, incentives, etc. increasing the responsibilities of personnel department. The growth and development scenario in India with appointments of labor officers, factories act, etc. The trend shift in 1990s around the world to introduce HRM and its implementation in India)*

HRM -----a new term ----- earlier called Personnel Management. Personnel Management's origin. The great battle victories of the past, the beautiful monuments all over the world, the technological developments, minimum wage rate and incentive wage plans that were introduced in Babylonian Code of Hammurabi in 1800 BC, Kautilya's Arthashastra that emphasized on a sound base for systematic management of resources in 4<sup>th</sup> century BC, mass production and large scale employment during the Industrial Revolution of 1760 would not have been possible without managing people.

It became necessary to appoint a separate person, who was not the owner of an organization to manage people and handle labour problems. During World War 1 and 2 these people were known as Labour Managers or Welfare Officers and eventually post World War 2 it led to the creation of a full-fledged personnel departments. Similarly in the early 20<sup>th</sup> century all over the world, organizations formed trade unions / workers' union to protect their interests. This increased the existence and the responsibility of the Personnel Departments.

In the 1960's organization started giving importance to employ specialists to perform different activities in order to increase the efficiency and the effectiveness in the business organizations. The policies and procedures in relation to employee protection, motivation, equal opportunities for men and



women employees, incentives, improved recruitment, selection, training etc became more prominent and stronger. This further increased the responsibilities of the personnel department.

In India too, The Royal Commission in 1931 recommended appointment of labour-welfare officer to deal with selection of workers and handle their grievances. The Factories Act made appointment of labour officer compulsory in industrial establishments employing more than 500 workers. Following this other acts like Industrial Disputes Act, Standing Order Act, Mines Act and Labour Plantation Act were eventually passed.

During the 1990s' globally the concept of HRM gained importance, through MBO, Quality Circles, and TQM. In India NILM and IIPM merged into NIPM (National Institute of Personnel Management). The focus shifted from welfare to efficiency by giving importance to human values and productivity through people. People began to talk about new technology, HRM and HRD challenges.

f. Discuss the process of job analysis.

*(Students to list all the points in job analysis and explain each in 2 to 3 sentences)*

Process of job analysis

1. Overall examination of the organization process
2. Organizing the job analysis process
3. Selecting jobs for job analysis process
4. Understanding the job design
5. Data collection
6. Developing job descriptions and job specifications

**Q4) Answer any three of the following:**

**(15 Marks)**

a. Distinguish between recruitment and selection. Explain the various external sources of recruitment.

*(Students to distinguish in recruitment and selection in minimum 3 points and explain any five external sources of recruitment)*

1. Recruitment is the process of identifying and attracting prospective employees to apply for jobs. Selection on the other hand is a process of choosing the best candidates out of those recruited.



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2. Recruitment involves attracting and searching for candidates while selection involves comparing and choosing the candidates.
3. Recruitment is positive in its approach as it stimulates candidates to apply for a job while selection is negative in its approach as it rejects a large number of candidates to identify a few suitable ones.

External sources of recruitment:

1. Employment agencies
2. Professional Associations
3. Advertisement
4. Campus placement
5. internship
6. E- recruiting
7. Job portals
8. Deputation
9. Poaching
10. Unsolicited / casual applications
11. Special event recruiting

- b. What is the importance of orientation and induction in case of new employees?

*(Students to cover the below points in the answer)*

1. It makes the entry of the new employee in the organization a smooth one as initially everything is strange and unfamiliar to him/her.
2. It helps the new employee to establish a favourable attitude towards the company due to which he or she will stay with the company for a long time.
3. It will help the new employee to quickly adjust to the organizational culture which will enable him/her to contribute effectively in shortest possible time.
4. Research has found out that employees are far more likely to resign during the first few months after joining the organization. An effective induction programme increases the likelihood to reduce employee turnover.
5. It helps the new employee to overcome the problem of change and makes him feel that the new place is worth working. This will increase the commitment level of the employee towards the organisation.

6. It makes all the new joinees understand the rules, regulations, norms and values of the organization. It provides an opportunity to inform the new joinees about the way things work in the organization. This will further reduce the doubts and misconceptions in the minds of new joinees.
7. A good induction programme breaks the ice and helps to build a cordial relationship between the new joinees and old employees.
8. It provides other necessary information pertaining to location of cafeteria, toilets, rest periods and facilities.
9. It guides the new employees in a direction that is compatible with the firm's mission, goals, culture.
10. It makes sure that a new joiner is on the right track, has a positive attitude right from the beginning towards the organization and has a positive experience that will build a long lasting bond with the organization.

c. Define the term 'appraisal'. Explain its need in organizations today.

*(Student can begin with a definition, explain points from the content below and atleast 5 points of need / importance)*

An organization's goals can be achieved only when people put in their best efforts. How to ascertain whether an employee has shown his or her best performance on a given job? The answer is performance appraisal. The other terms used for performance appraisal are performance rating, employee assessment, employee performance review, personnel appraisal, performance evaluation, employee evaluation and merit rating. To put it in simple words appraisal is an **objective** assessment of an individual's performance against well-defined bench marks. In this process an individual's performance is assessed in a systematic way where his/her performance is measured against factors like job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Performance appraisal cannot be done in isolation. It is linked to job analysis. Job analysis sets out requirements in terms of JD and JS. This is then translated into performance standards which in turn forms the basis of performance appraisal.

Performance management refers to the entire process of appraising performances, giving feedback to the employees and offering rewards or punishments to them.

Need / importance:

1. To effect promotion based on competence and performance.
2. To confirm the services of probationary employees upon their completing the probationary period satisfactorily.
3. To assess the training and development needs of the employees.
4. To decide upon a pay rise where regular pay scales have not been fixed.
5. To let employees know where they stand as far as their performance is concerned. To assist them with constructive criticism and guidance for the purpose of their development.
6. It provides a format of dialogue between the superior and the junior and improves understanding of personal goals and concerns. This can also create a bond of trust between the rater and the ratee.
7. To arrange for a record of performance over a period of time.
8. It gives an opportunity to a manager to meet and discuss performance with his juniors.
9. It gives the employees a feedback about their performance and how they could achieve their goals.
10. It provides an opportunity for subordinates to discuss issues, strengths and weaknesses with their managers.
11. It gives employees an opportunity for career development and growth.
12. Can be motivational for employees to stay longer with the company, with the support of a good reward and compensation.
13. Finally it can be used to determine whether HR programmes such as selection, training and transfers have been effective or not.

d. What are the major challenges faced by the HR manager today?

*(Students to explain any 5 of the below listed challenges in their own words in 4 to 5 sentences)*

1. Absenteeism
2. Employee turnover
3. Globalization
4. Managing diversity in workforce
5. Changed employee expectations

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- 6. Business process outsourcing
- 7. Work life balance
- 8. Ethics

e. What is training? How is on the job training different from off the job training?

*(Student to explain training with a definition and differentiate between on the job and off the job training)*

Definition

Explain stakeholders & goals with benefits (few points each / any)

Difference points to cover:

On the job:

- Conducted at work place
- Relatively cheap
- Less trainees handled at a time
- Self learning possible
- Ex.

Off the Job:

- Conducted off work place
- Relatively costly
- More trainees handled at a time
- Self learning is difficult
- Ex.

f. What is meant by promotion? What are the bases of promotion?

Explain the concept of promotion

Need to have promotions

Advantages and disadvantages

The bases of promotion.

**Q5) Explain any three of the following in detail**

**( 15 Marks )**

a. Work life balance:

Initiative taken by companies

Gives opportunities to individuals to have few benefits like

Flexi-timing, Telecommuting, Creche, Sabbaticals, concierge, etc.

b. MBO as a method of doing appraisals:

Concept of MBA

Steps involved in MBO

Advantages & disadvantages of MBO

c. Absenteeism:

Concept

Effects on organization

Effects on employee

d. Internal sources of recruitment:

Concept

Various sources:

Promotions & transfers

Job postings

Former employees

Inside moonlighting

Former employees / applicants

Skill inventories

e. Industrial dispute:

Concept of dispute between 3 stakeholders, reasons and consequences

f. Contract of agency.

Concept of agency, Agent – Principal definition, essentials of agency. Types of agency.

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- 6. Business process outsourcing
- 7. Work life balance
- 8. Ethics

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Advantages & disadvantages of MBO