

(a) Were the party hall supervisor's actions consistent with customer-focussed quality philosophy? Comment. What might he have done differently?

(b) What does the fact that the hotel manager did not respond personally to the customer indicate you?

MBA 3913

M.B.A. DEGREE EXAMINATION, JUNE 2007.

Third Semester

Human Resource Management

Paper XIII — HRM IN KNOWLEDGE BASED ORGANIZATIONS

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. Explain the concept and characteristics of KBOs.
2. What are all the new role and challenges for HRM in KBO?
3. Discuss the organizational effectiveness.
4. What is meant by organisational health and how is it maintained?
5. Explain the performance appraisal process.
6. Rewarding knowledge – Comment.

7. KBO concept and software orientation –
Comment.

8. Discuss the salient features of HRIS.

PART B — (5 × 10 = 50 marks)

Answer any FIVE out of the following.

9. Objectives, scope and functions of HRM in KBO –
Comment.

10. “Any business enterprise must build an intellectual capital and learning orientation in the organisation” – Comment.

11. Discuss various methods of appraisal practised in Indian Corporate Sector – Comment.

12. Human Resource Information System is playing vital role in the Indian Corporate Sector – Comment.

13. Write short notes on :

(a) Rewarding knowledge

(b) Management of Retention.

14. How far does software orientation affect the HRIS for a KBO?

15. Discuss the various dimensions of HRM in KBO's.

16. What are the reasons for the consequences of labour turnover?

PART C — (1 × 20 = 20 marks)

17. Case Study : (Compulsory)

PRASAD, ANITHA and their children, along with another family, traditionally celebrate New Year at a Prestigious hotel. This year as in the past Anitha called and made a reservation about two weeks prior to New Year's Day. Because the majority of the party members had small children, they arrived 30 minutes prior to 11.30. p.m. reservations to ensure being seated early. However, when they arrived, the party hall supervisor said that they did not have reservations. He explained that guests sometimes failed to show and hence seats were not reserved. However, he promised that he would make available tables for them as early as possible.

Prasad and Anitha were quite upset and insisted that they had made a reservation and expected to be seated promptly. The supervisor told them, 'I believe that you made the reservation, but I cannot seat you until all the people who have come earlier and are waiting for seats are accommodated. You are welcome to go to the lounge and have complementary coffee and relax while you wait!!'

When Prasad asked to see the manager, the supervisor replied, "I am the Manager" and turned to other duties. Prasad and his party members were eventually seated at 11.45 p.m. but they were not at all happy with the experience.

The next day Prasad wrote a letter to the hotel manager explaining the entire incident. Prasad was in the Executive MBA programme of a prestigious business school and taking a course on Total Quality Management. In his class they had just studied issues of customer focus and some of the approaches used at RITZ CARLTON Hotel, a 1992 Baldrege award winner.

Prasad concluded his letter with a statement, "I doubt that we could have experienced this situation at a hotel that truly believes in quality".

About a week later, Prasad received the following reply :

"We enjoy hearing from our valued guests, but wish you had experienced the type of service and accommodations that we aim to achieve here at our hotel.

Our restaurant manager received your letter and asked me to respond as Total Quality Manager.

"Looking back at all our records, we did not confirm a reservation on the books for your family. I have discussed your comments with the head of the department concerned so that others will not have to experience the same inconveniences that you did. Thank you once again for sharing your thoughts with us. We believe in the philosophy of 'continuous improvement' and it is through feedback such as yours that we can continue to improve the service to our customers".