

ROLES OF THE HRD MANAGERS

HRD Term Project

Jackson Subedi

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Executive Summary

This paper is written to understand the different roles of HRD managers and their various functions. This study highlights the functions that are effective here in our country Nepal.

In order to understand the context clearly, this paper includes interviews with HR Managers of two 5 star hotels. The first one is with Mr. Prem Kumar Budhathoki, Personnel Manager of The Malla Hotel, and the other one with Mr. Jayesh Rimal, Training Manager of Radisson Hotel, and the distinction between their roles has been well illustrated. The two managers despite of being in similar post have responsibilities relatively different from each other.

This paper would make an elaborative explanation on the current position of the HR management in Five Star Hotels in Nepal and the way HR Managers in Hotel industry function and the responsibilities that come along the designations.

Chapter I

Introduction

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff; this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire Company and plans for future ventures and objectives involving people in the Company. (*Handy, 1999*)

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organization's value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Department's main objective is to bring out the best in their employees and thus contribute to the success of the Company.

Objective of Study

It is very essential to understand the roles and the responsibilities of the HRD managers in order to evaluate our knowledge as per current trends and the reality.

The objective of this study is to understand the roles that different HR managers of 5 star Hotels perform and compare them with the theoretical study and philosophy of Human Resource Management and Human Resource Development.

Methodology

Managers from two 5 star hotels, one from a private hotel and another from an international hotel, were interviewed in this study to meet the objective.

A sixteen question questionnaire was developed in order to interview them. The questionnaire was emailed to them in advance to obtain maximum accuracy and to avoid misguided answers during the time of the interview.

The interviewees were asked to elaborate each answer given and everything was noted down in the diary which helped to complete this paper for the term project.

Limitations

This report includes interview of only two 5 star hotel managers which might lack the depth of knowledge and might be inappropriate to generalize the HRD management system of the entire five star hotel industries in Nepal.

The 5 star hotels that are included in this paper do not have Human Resource Development Managers whereas the interviews were given by Personnel Manager and the Training Manager from Malla Hotel and Hotel Radisson respectively. Therefore, the study might lack the results that would have been there if HRD managers could have been directly interviewed.

Chapter II

Literature Review

Positive aspects of Roles and Functions of the Human Resource Department

Recruitment of Employees

This is one of the most fundamental roles of the HR department. This is because this function ensures that the Company under consideration selects the most skillful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. This role falls under the Staffing role of management. If this function is performed well, then the organization will increase value consequently being on the right pathway to achieve its organizational and departmental goals and objectives. (Hyde, 2004)

Effective recruitment can be done through a number of ways. First of all the Company can conduct educational and psychological measurements. This task will involve assessment of abilities, skills and character evaluation of applicants. Through psychometric evaluation, the Company can ensure that employees have the right attitude necessary to fit into the organization. Another method Companies use to recruit members of staff is through interviews. Here, the Human Resource Department can ask applicants questions that evaluate their decision making abilities and how they would deal with certain situations if presented to them. The Department can also employ the use of written interviews where applicants answer questions addressing key issues in the organization. Through these channels, the Department contributes towards organizational performance.

An example of a Company that performs this role well is Tesco Ireland. The Company notifies the public about vacancies. It then posts a questionnaire online and interested parties fill it at that time. This is then evaluated and those who fall within their minimum requirements are invited for an interview. In the interview, applicants are asked a number of questions and those who did extremely well are further analyzed and retained. Those who did moderately well are not immediately eliminated; instead, their interview questions are kept on file then these are reviewed after six months. By so doing, the Tesco Ireland makes sure that its employees are highly capable and that they will enrich the organization. (Hyde, 2004)

Improvement of Compensation Packages

One of the major functions of the HR department is to motivate employees. This can be done through rewards especially for those who have done well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good performance is the number one incentive for keeping up this trend. These compensation packages can come in the following ways;

- Holiday Offers
- End of Year Bonuses
- Equities
- Awards
- Salary Increments
- Provision of Flexible Working Hours
- Straight forward Promotion Schemes and Career Developments

If the HR department includes these incentives, then it will ensure that employees are satisfied with the Company. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organization. It also makes employees identify with the firm and instills a sense of loyalty. (*Handy, 1999*)

Planning in the Organization

The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organization's future engagements that will involve people. One important aspect of this is planning for employees in the organization. It is important that the organization ensures that all the employees under its wing are just enough to increase value to the organization.

The Department must ensure that staff members are not too many because if they exceed this amount, then the organization stands to lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue.

The HR department is also bestowed with the responsibility of planning future organizational goal in relation to people or clarifying these same goals to staff members. This function of the

department ensures that people in the organization have a general direction which they are working towards. Organizations that have a clear direction are always more effective; those members of staff will be more result oriented rather than just working for the sake of it. The Department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not just done haphazardly. (Hyde, 2004)

Negative Aspects of Functions and Roles of the Human Resource Department

There are a number of problems that arise as the department goes about its activities

Problems in Recruitment

The department may sometimes be unable to adequately coordinate and incorporate all the employees needed in the Company's operations. One such example is the NHS. In the year 2004, the organization was found to be wanting in its human resource department's functions. The Company was recruiting a large proportion of its employees; 40% from Asian and African countries. This means that the organization was draining medical personnel from those needy countries and using them for themselves. (Katherine, 2002)

Such a practice showed that the HR department had exercised bad judgment in its staffing function. Instead, it could have used these foreign nurses as temporary measure and put in place a strategy to train local nurses such that it could stop depending on those poor countries for supply of nurses.

Problems in Remuneration

In the process of trying to motivate members of staff to perform better, the Human Resource may make deals that eventually cause problems. A case in point is the Home Depot. This Company has an employee Compensation policy that requires that one should be rewarded for the time they have served the Company.

The Home Depot Company offers an end of year bonus, basic salary and grant on stock shares as an incentive for some of its employees. The CEO of the Company Robert Nardelli lost his job in the year 2007. This was because the company has experienced a lot of losses under his leadership; its shares fell by eight percent in the stock exchange and he deserved to leave the

Company. However, because the Human Resource Department had put in place a policy that requires all members of staff to be given the incentive mentioned above, he left with a lot of money. It was reported that he had with him about two hundred and ten million dollars. The Company had no way out of this payment because HR had already passed that policy and they were bound by the law. This goes to show that sometimes policies made by the HR department do not benefit the Company especially if the parties involved are considered as losses to the Company. (Michael, 2007)

Problems in Planning

Sometimes the HR Department can employ people who may not contribute as per organizational principles. A classic example is the Arthur Andersen Company that fell apart in the year 2002. This was an American Company that dealt with audits. It was initially very successful in its operations prior to that fateful year. But in the latter years of its operations, the Company was involved in two accounting scandals that tarnished its name and subsequently caused failure.

The Company failed to plan well for the kind of employees it recruited. This was witnessed when one of its employees in the Legal Department called Nancy Temple was fined in the Court of law for non adherence to accounting laws. This problem could have been prevented if the HR department had evaluated this employee before hiring her and also evaluation should have been done during her performance. If HR had been extremely critical, then they would have realized that the employee did not adhere to Company principles and would therefore have terminated her employment.

Beside this, the Arthur Andersen Human Resource department also failed in its communication function to employees. The department should have ensured that they constantly communicated to members of staff about the goals and objectives of the Company on a day to day basis. This would have made them very clear in the minds of employees and would have prevented the downfall of the Company.

Strategies to Improve Human Resource Department's Value to the Organization

Training and Internships

It is not necessarily a guarantee that a candidate who did well in the recruitment exercise is the best in performing an organization's functions. New employees need orientation into the

Company's functions and can also improve some inefficiency that these new employees may have in relation to their skills. This is the purpose of placing them on internships. *(Norbert, 1967)*

Training is also essential for members of staff who have been working for the organization for a long time. This is especially so in the wake of technological advancements, legal changes and changes in service delivery. It is important for an Organization to keep up with industry trends otherwise it faces the danger of becoming obsolete; especially in the background of increasing competition.

Training need not be restricted to improvement of skills; it can also involve improvement of attitudes. This is normally characterized by attendance of workshops and other forms of talks. Training also increases motivation of employees and gives them that extra boost of energy needed to get them through tough times in their jobs. All the above tasks are placed under the Department of Human Resource because it is the one that will assess when training is needed, who needs the training, where and by whom. This aspect is a sure to improve value of the HR Department in the organization.

An example of a company that adheres to this principle is Marks and Spencer retail chain outlet. The Company offers training for twelve months. Here new employees are taught all that is necessary to meet organizational goals and objectives then they can start work when they are ready to do so. *(Norbert, 1967)*

Making Better Use of Time

The Human Resource is conferred with the responsibility of ensuring that all members of staff perform to their best ability. It could improve this area by facilitating better use of time in all departments within the organization. Time is one of the most crucial yet intangible assets of the Company. The proper use of this resource could maximize production and achievement of organizational goals. *(Harold, 2003)*

The Department can do this by planning activities to be carried out in the organization. It can make schedules for the various activities that have to be done in the organization and thus facilitate better flow of information. In addition to this, the Company can also ensure that all members of staff are held accountable for not performing a certain task. This is especially in regard to maintenance of the schedules. In so doing, human the Human Resource Department will

be ensuring that employees do not simply report to work and that the time spent at work is directly proportional to output.

Improving Organizational Culture

The Human Resource Department can try to improve organizational culture through a three step procedure.

The first step of the process is observation. In this step HR finds out what makes up or what the company's culture is like. HR should also be very intense on the organizational needs. Here, HR should realize that personal fulfillment works better and therefore should try to ensure that the change is relevant to every staff member. In this stage, HR should try to explain to all staff members or stakeholder the advantage of transforming the culture in the organization. This should be made clear so that all can see the advantages at the individual level and not simply at the organizational level. *(Erica, 2006)*

Then HR should try to eliminate all inhibitions in staff member's minds. It is possible that some may claim that they tried one or two strategies before and it did not succeed. These are what are called 'cries of despair' and HR should try its best to explain to staff members the need of changing the culture of the organization.

The next step is the analysis of various aspects. Here, there is collection of data needed in making certain that culture changes. This stage involves checking out the success features or the factors that can facilitate its success. There should be calibration of data collected. Staff members should be made to understand that there are no perfect situations for implementation of changes. The analysis should involve assessing whether the information is sensible or not. Whether data gathered will be helpful or not and if it is too little or too much. Staff members should be requested for data that will help change the culture.

Of course when trying to bring in change HR Department should have perceived benefits, a deadline for execution and also the realized gains in relation to the change in culture. In this step, there should be reality checks which should be done often. There should also be continuous integration. Through this scheme HR Department should be able to change the culture in the organization and add value to it. *(Harold, 2003)*

Chapter III

Interview of the HRD Managers

Interview 1 - Personnel Manager, Malla Hotel

Mr. Prem Kumar Budhathoki, a retired Police Officer was managing the resources of a 5 star hotel with hundred and eighty four staff members. Malla Hotel has always been a private organization and had a strong bureaucratic management where the General Manager (Owner of the business) took most of the major decisions. Mr. Budhathoki has been serving for Hotel Malla as the Personnel Manager for the past nine months only. He mentioned that most of the managers of different departments of Hotel Malla were on a service contract including himself (he was on a two year contract). The traditional way of managing the employees' record where computerized system for HR support seemed completely missing came as a big shocking discovery to me.

Malla Hotel follows HR policies as per "NEPAL AIN SANGRAH". No employees are provided with the employee handbook. One of the designated staff members keeps track of the employees' attendance by punching their in and out time. Since labor unions have big influence and control over big organizations as this, employees who are over fifty five are hired on a service contract basis which does not have any age limit to work. It was a surprising fact told by Mr. Budhathoki that the hotel had an eighty year old Store keeper. He, as a Personnel manager has been effectively working for selection of employees, recruitment of employees, appraising employees, managing employees' records, taking action against employees and performing as per the policies. There is no training and development for the staff and no any process followed in order to retain the employees. He was very dissatisfied with the turnover ratio. It was clear that since there is no retention program and no training and development for the staff the turnover was alarmingly high. He accepted the fact and was ready to work on the retention program and T&D.

Answering question no. five (please see questionnaire on appendix) he ranked Organizational Development the highest and Individual Development the lowest. It was not a surprise as the hotel was under private ownership. Mr. Budhatoki said that they have organizational policies and follow "Nepal Ain Sangrah", but no employee was aware of their handbook. There was no participative management, hence, the decision always moved top down and only if there was any objection from the labor unions, they would sit down for negotiations. This method is clearly wasting productive time of the management and other employees associated with the decisions.

Mr. Budhathoki was dissatisfied by the management system of the hotel. He said that there are regular morning meetings in each department, five days a week, but not a single socializing event for the employees of the hotel. He stated that the department heads take decisions regarding poor work performances and other disciplinary matters, and employees are provided with an opportunity to correct themselves. The employees' concerns and complaints come through union representatives, and they meet with the management team to solve the issues. They use standard performance appraisal form twice every year to grade the employees. The Head of the Department grades the employees working under him/her. The board of directors reviews the grades and finalizes them with the consent of the General Manager.

Mr. Budhathoki wants aspiring MBA graduates to travel around and bring in the new concepts of the Hotel Industry and implement them. He feels that the management in the hotel industry desperately needs a change as the existing system is not functioning the way it should have. He believes that the hospitality industry need new and young MBA graduates, specializing in HR as they would certainly bring in fresh and effective give the industry a greater level.

Interview 2 - Training Manager, Hotel Radisson

Mr. Jayesh Rimal, a graduate from Australia has been serving Hotel Radisson, Nepal since its inception in the year 1998. The HR Department of Hotel Radisson staffs only three HR staff members which manage a staggering four hundred and six employees of the entire hotel recording relatively very low national turnover. General Manager heads the group of managers from different departments, one of them being from the HR Department. With his fourteen years of experience in the industry, Mr. Rimal prides to say that Hotel Radisson is the best hotel to work with based considering the exposure, performance appraisal and training and development of the employees. Since he had a good experience in F&B for plenty of years, he was positive in his current position as a Training Manager. Mr. Rimal was very confident in his management and employees. He stated that the employees undergo various skill enhancement training at regular intervals due to which they are well aware of their responsibilities and collective objectives Hotel Radisson has strong HR policies and every employee is provided with an employee handbook. The three important attributes that the Hotel seeks while recruiting individual in any position are: Attitude, Skill and Knowledge. He explained that the 'attitude' held the most significant criterion to meet amongst the three.

Mr. Rimal spends most of the time at work on development and implementation of business strategies, creation of work environment aligned with Brand's Culture, recruitment and selection, training and development, performance management, maintaining Industrial Relations, Budget Management etc. He told that the automated HRIS records most of the HR details like attendance of employees, over time calculations, grades for performance management, objectives of individuals etc. He accepted the fact that the automated system has become a key asset to manage four hundred and six employees by a three HR Department staff members. He gives priority to Selection and Recruitment of employees over Retention because he believes that when they select and recruit the right employees, it would be relatively easier to retain them. The only problem he pointed out was the difficulty on retaining employees as they tend to switch job to other countries with the work experience on their resumé in a hotel like Radisson that is globally recognized. The pay scale that they receive from foreign employment is so high that it becomes almost impossible to make them stay.

On question no. five (please refer questionnaire on appendix) he ranked Individual Development the highest and Organizational Development the lowest. He believes that when an individual is prioritized, his/her happiness and satisfaction result in the other two options: career development and organizational development. "The opportunity to enhance the skills and expertise of the employees is ample in this hotel", Mr. Rimal added.

Hotel Radisson has the participative management style where the junior most employees are also included in the decision making process. "The regular socializing events in the higher level management as well as in the lower level management help the employees to enjoy their work which is reflected in their performance", Mr. Rimal stated. He said that there are different titles employees can win like, employee of the month, performer of the month, employee of the year and events like Dashain Party, Annual Function are held to motivate employees. Performance Appraisal is strictly followed and the HR ensures that every employee is correctly graded. The appraisal of the performance is under the discretion of Human Resource Department. Mr. Rimal pointed out that the files of every employee are held with the HR, however, for positions that are not under the HRD on the Organizational Structure, the files reside at the General Managers Office.

Mr. Rimal wants aspiring MBA graduates to take up administrative positions and improvise and upgrade the existing quality in the area. He believes that it is a wrong career choice when MBA students take up positions in operation department. He feels that the MBA graduate should focus

on the administrative department and leave operation department for the hotel management students. He truly feels that the MBA students can make a good professional selection by opting for Hotel Industry through internships and so that they can firmly decide the areas they would want to work for in future. He feels that the students should not judge the industry based on the outer glamorous appearance but instead should try and evaluate them their result of performance.

Chapter IV

Major Findings

Roles of the HRD Managers

Duties/functions may include, but are not limited to, the following:

- Manages and organizes multiple functional areas within Human Resources including providing technical direction to technical/professional and clerical staff within assigned areas.
- Consults with and advises administrators and employee representatives on personnel-related policies and procedures.
- Interprets and communicates laws and regulations to ensure the agency is aware of its legal responsibilities; in conjunction with the Legal Department
- Develops and implements personnel rules and regulations, and interprets and administers human resources-related provisions of collective bargaining agreements.
- Analyzes processes and procedures in assigned functional areas including conducting research and statistical analyses, and makes recommendations for improvement.
- Develops, implements, and administers, large and/or complex research studies or projects that may include the development and validation of selection instrumentation for a variety of classifications.
- Establishes collaborative relationships with various functional and departmental areas of the District.
- Trains and evaluates subordinates and prepares preliminary budget reports in assigned functional areas.
- Represents Human Resources Department at a variety of meetings and advises the Human Resources Director in alternative courses of action in Human Resources issues.
- Presents written and oral reports on a wide variety of human resources related issues.

- May participate in labor negotiations and/or recommend preliminary proposals including cost implementation projections.
- May be required to temporarily replace or act in the position of the senior District staff member to whom this position normally reports, and may be required to perform some or all of the senior staff member's essential functions in such situations.

Conclusion

The Human Resource Management team's main function is to manage people. There are positive and negative aspects of this function; first of all, the HR department enriches the organization through recruitment procedures. HR department also ensures that members of staff follow a general direction by frequently clarifying and reminding them of the organization's goals. Besides this, they are also responsible for organizing incentives or compensation packages to motivate employees. All these functions contribute towards organizational effectiveness. However, there are some negative aspects of HR; it has to bear the burden of blame if an employee performs poorly. Besides this, some policies made by the department may be detrimental. Improvements to their role can be done by arranging training for staff members, organizing activities for the organization and changing organizational culture. (Erica, 2006)

The Human Resource Development is not yet into practice but the HR Managers are taking well care of the responsibilities that come with their designation. The bureaucratic management in a hotel industry is not aware of the importance of the HR and has not yet implemented an automated system for the HR Department. Whereas, international hotels that this study covers are well ahead and understand the importance of the HR system and they also thoroughly follow the philosophy of HR. It can be seen that the problems faced by the International Hotels are inevitable yet Hotel Radisson is in the best position any hotel can possibly be at the moment.

Recommendations

Human Resource Management is certainly gaining its popularity. There are more organizations that believe in empowering employees and have set up departments for the same replacing traditional administrative departments.

There should be the right person at the right job. Qualified and promising candidates should be hired to take care of the Human Resource Development. As the employees' motivation, satisfaction, development take away the major contribution for the performance of the Organization as a whole, there should be correct person to evaluate the employees.

MBA students are coming up with their expertise and qualification and therefore should be given an opportunity in more responsible role. HRD managers should be more competent to use the theoretical knowledge in practical life. The roles and responsibilities of HRD manager should be clearer and more concrete.

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APPENDIX

Questionnaire for the HRD Managers – HOTELS

This Questionnaire is designed for the fulfillment of the MBA subject "Human Resource Development".

Survey By: Jackson Subedi, Ace Institute of Management

Full Name :

Hotel :

Designation :

Please tick for your answers.

Q.1. How long have you worked in the Hotel Industry?

1. Less than 5 years
2. More than 5 years but less than 10 years
3. More than 10 years but less than 15 years
4. More than 15 years

Q.2. How many employees work under you?

1. Less than 50
2. More than 50 but less than 100
3. More than 100 but less than 250
4. More than 250 but less than 500
5. More than 500

Q.3. What is your job responsibility?

1. Human Resource Planning
2. Job Analysis
3. Recruitment and Selection
4. Employment Policies formation
5. Performance Appraisal
6. Labor-Relations Management
7. Capacity Building of Employees

Q.4. Please rank the following based upon its importance to you. (1 to 5, 1 being highest)

1. Selection of employees
2. Recruitment of employees

- 3. Appraising employees
- 4. Training and development
- 5. Retaining employees

Q.5. Which of the following HRD function is your priority? Please rank them.

(1 to 3, 1 being highest)

- 1. Individual Development
- 2. Career Development
- 3. Organizational Development

Q.6. Does your hotel have clear organisational policies?

- 1. YES
- 2. NO

Q.7. Does your organisation's policies and procedures comply with legal requirements and are updated to comply with changes in law?

- 1. YES
- 2. NO

Q.8. Do you involve workers in discussions and decisions that affect their work or working environment?

- 1. YES
- 2. NO

If Yes, how?

.....

Q.9. Do you ensure that employees have opportunities to learn, change and develop within their work?

- 1. YES
- 2. NO

If Yes, how?

Q.10. Do employees have clear idea whom to report when they encounter intellectual, technical or personal difficulties affecting their work?

- 1. YES
- 2. NO

If Yes, how?

.....

Q.11. Do you usually have socializing events where managers and officers of different department participate?

1. YES

2. NO

If No, Why?

.....

Q.12. Do you often have socializing events for the entry/junior level workers?

1. YES

2. NO

If No, Why?

.....

Q.13. How do you deal with the poor work performance and other disciplinary matters?

Ans.

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Q.14. How do you deal with the workers' concerns and grievances?

Ans.

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Q.15. How do you help sorting out conflicts within the group?

Ans.

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Q.16. Please provide your advice to the aspiring students who have chosen HR as their specialisation?

Ans.

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** End of the Questionnaire **