



Case Study: HR

The file on Mr. Verma's (The Manager of Clairmont Hotel) desk containing customer complaints was bulging with letters received over the last few weeks. As he was short staffed, unsuitable recruits who could not be trained, were hired and asked to take on responsible jobs. The result—Hotel rooms were over-booked, cold food was being served by the waiters and cleanliness could not be maintained. The rate of labour turnover and absenteeism was also very high.

Mr. Verma had suggested a year ago that a separate Human Resource Department had to be created. The owners however had tried to save additional costs and had not acted on his suggestions.

In the light of the above case:

- (a) Highlight the importance of training.
- (b) Outline the procedure to be followed for the selection of waiters for the hotel.
- (c) How would a professional Human Resource Manager have tackled the situation?