

Course Name	Managing People in Service Firms	Course Code	HR 504
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS: This paper carries 5 questions. All the questions are compulsory. Read carefully and write clearly and concisely.

1. The basic features of service are very much different from those of a manufactured product. Understanding this distinction is important since it has a significant bearing on the management of people in the service sector as against one in the manufacturing sector. Explain. (5 Marks)

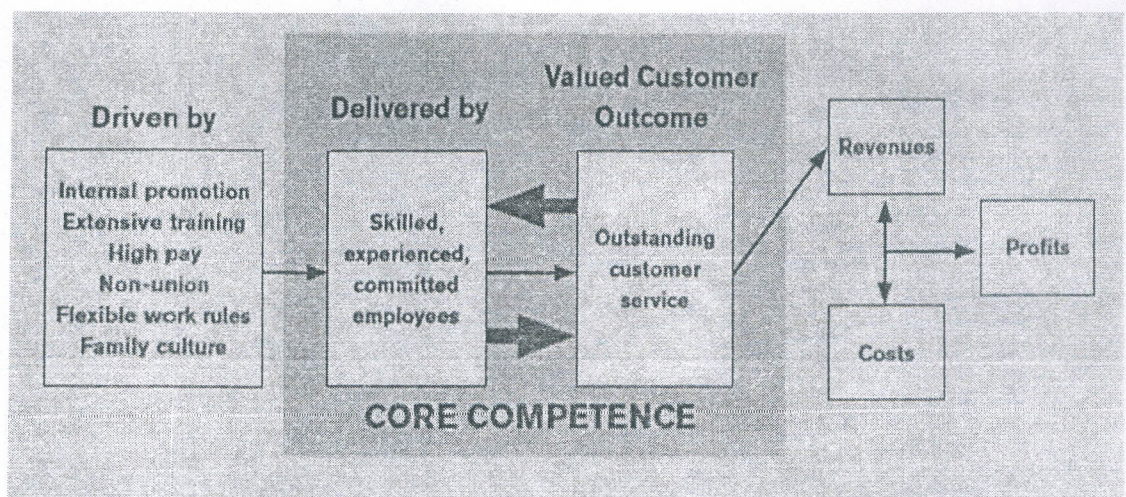
2. One function of yours as Manager HR is to provide services to your organization in banking sector. This service provision is operational, supporting the day-to-day management of the workforce. Some of the services provided by your department include:
 - managing, and advising managers on the selection processes
 - coaching managers on the performance management process
 Recommend minimum 3 HR metrics to assess the effectiveness of the HR department in providing the above services. (2+2+2=6 Marks)

3. Connect, Career and Contribute are the 3 of the 10 Cs of Employee Engagement. Explain each. Link each with at least 1 HR function/practice and suggest how can each be embedded in the indicated HR function/practice. (3+3+3=9 Marks)

4. You have been roped in a committee which is tasked with developing a competency framework for employees of an international airlines. Your committee has handed over a comprehensive competency dictionary (attached) to you and asked you to suggest the 10 most relevant competencies. Recommend with adequate reasoning the 10 competencies? Also design a format for the competency framework. (8+2 =10 Marks)

5. Compare and contrast the following two business models and allied HR strategies of an airlines. As Manager HR, explain with adequate reasoning which one will you select for your service firm. (5+5=10 Marks)

A.



B.

