

Jackson Hotels Inc. caters to high-end vacationers in resort communities. The Hotel is currently facing challenge in recruiting and selecting lower-level employees in their resort hotels for such jobs as desk clerk, night manager, reservations, maid service, food service and maintenance. In many cases, the labor pool of qualified candidates found in larger cities is simply not available or adequate in or near resort communities. Shirley Gomez, Vice President of Human Resources, has determined that senior citizens might be the best recruitment option for Jackson Hotels given the high-income customers the hotel chain seeks to serve. Her rationale is they have vast amount of experience, lower accident rates, lower absentee rates, and higher job satisfaction scores than younger workers. She noted that many companies around have begun to target seniors for recruitment and selection. These organizations realize senior citizens usually have proven employment experience, job savvy, reliability, interpersonal skills, and commitment to the employer. Up to the present, she has relied on local newspaper advertisements and applicant interviews with hotel manager to recruit and screen applicant. Results have been unsatisfactory thus far due to high turnover and mixed performance among the newly hired employees. She expects present recruitment approaches to be even more inadequate as the Hotel chain expands over the next five years.

1. ✓ What recruitment sources do you recommend Jackson Hotels should use to recruit senior for the kinds of position they are planning to utilize? How will they assess the effectiveness of the recruitment process? Justify your each answer. (4)
2. ✓ What selection procedure would you recommend to identify the best candidate? Which type of selection interview method is best for selection in the above scenario? Justify your each answer. (4)

A large pharmaceutical company located in the Northeast is one of the leading manufacturers of pharmaceutical in the United States. Because of the intense competition in the industry and increase in quality of work life initiative, company is considering option of telecommuting work arrangements for specific jobs. The job of Public Relation Specialist has been identified as an appropriate job for telecommuting because the job responsibilities are mostly information-related activities that require independent mental effort with no supervisory responsibilities. The public Relation Specialist will report to the Director of Public Relation, working works will be flexible as and when is required. Minimum 40 hours per week has to be completed, job requires good knowledge of computers and journalism principles. Minimum qualification for the job is a Degree in Art/ Graphic Design. The specialist will be required to write numerous firm publications with the excellent use of English grammar skills. The specialist will also be required to advertise the copies written in conjunction with the marketing department for which one should have ability to write newspaper columns, articles, reports and advertising copies. Job will also require specialist to have meetings with executives where he/she has to give presentation on related topic.

3. ✓ What method of job analysis do you recommend to determine the job requirements for a telecommuting job? Justify. (3)
4. ✓ Through the information given above develop job description and specification of Public Relation Specialist. (4)
5. In Madura Private Limited, there were five different kinds of jobs named as Job A, Job B, Job C, Job D and Job E. In March 2017, it was observed that 50 people were employed in Job A and similarly 70, 100, 200, 300 in Job B, C, D, E respectively. Between 2017-18, 20% and 10% of those who were doing Job A moved to Job B and Job C respectively. 10% of Job A incumbents left the job. In the similar manner, in Job B, 20% and 10% of those who were in Job B moved into Job A and Job C respectively. 10% of Job B incumbents left the job. Another 5%, 10%, 5%, 10% in Job C moved to Job A, D, B, E respectively. 10% left the job. 20% of Job D incumbents also left the job and 10% of those who were in Job E moved to Job C. Lastly 20% of Job E got better offers and they left the organization. Since the company is expanding into new cities hence it wants 10% more people at every position as compared to 2017. Determine the number of people to be hired externally for every position for the coming year 2018. (5)