



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20) END TERM EXAMINATION (TERM -IV)

Subject Name: **Talent acquisition, engagement & retention**

Time: **02.00 hrs**

Sub. Code: **PGH01**

Max Marks: **50**

Note:

1. **Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
2. **All questions are compulsory in Section A, B & C. Section A carries 5 questions of 2 marks each, Section B carries 2 questions of 10 marks each and Section C carries 2 Case Studies of 10 marks each**

SECTION - A

02×05 = 10 Marks

Q. 1 (A): Explain Aqoi-hiring with an example.

Q. 1 (B): Explain Manpower planning with the help of transition matrix.

Q. 1 (C): Develop metrics for involuntary termination rate and new position recruitment rate.

Q. 1 (D): Calculate Full Time Equivalent for 15 salaried, 10 part-time employees, when no. of working days are 5 in a week and 8 hours per day.

Q. 1 (E): Suggest a solution approach for the following problem statement: Campus hiring team is interested in how variables, such as entrance test score conducted by company, GPA (grade point average) and prestige of the institution, effect selection. The response variable, selected/not selected, is a binary variable

SECTION – B

10×02 = 20 Marks

Q. 2: How Cohort Analysis can be used to analyze employee churn? Explain with example.

Q. 3: Discuss atleast 5 unique talent acquisition strategies trending in present scenario.

SECTION - C

10×02 = 20 Marks

Q. 4: Case Study:

Early Sunday morning, Rihana Joshi peeped out of her French windows to sooth her nerves with the lush greenery of the Aarey Colony in Mumbai. Slowly rubbing her eyes, she mumbled ‘I can do without all this stress!’ She had just finished reviewing the management information system (MIS) report that her new management trainee (MT) had prepared. She had half a mind of calling him on a Sunday morning and giving him a ‘piece of her mind’. The entire report was incorrect and would have to be redone by her on a holiday, as she had to present it to her boss first thing on Monday morning.

Around two weeks back, Rick, Rihana's boss, had given her a major MIS project to be completed within two weeks. The company had installed new MIS software, and she was in charge of culling out all the reports for the management for the last two months and this was just a fraction of her workload. ‘Look Rihana’ her boss announced during the weekly meeting, ‘I know, I have given a short notice to submit the MIS report and plus you have the operations report due soon too. Why don't you get the “new kid on the block” to help you with the MIS stuff and you concentrate on the other assignments. You need to start delegating now.’ Rihana could see no other alternative. Thinking over what Rick had said, she had to agree that with the new software, once someone got a hang of the business and the organization's structure it was actually very simple. ‘I guess you are right, I'll get him cracking on it today.’

Rick was referring to Subodh, the new MT. Subodh was from a third tier MBA school, and had been selected as a part of the campus recruitment programme. The company, once a family-owned business, now wanted to induct more fresh talent and make working more professional. Subodh was among the top 10 per cent in his batch in terms of academics. One of the factors which had worked for his candidature was that he had prior experience in an IT organization. During the

interview process, Rihana made it clear to him that he should be a ‘go-getter’ and a ‘self-starter’ and that she expected him to ‘hit the ground running’. Subodh looked like he had found the dream job then and looked very enthusiastic!

As she kept staring at the lush greenery, outside her windows, she contemplated on her discussion with Subodh on the very first day of his joining. ‘Look Subodh, we are a busy lot out here and we are used to turning around work quickly. The assignments are great and there is a lot of learning! But you know I cannot babysit you at all. You will need to start work right from day one. We expect everyone to be accountable for the job given to them. Needless to say, you would have noticed, we have an open door policy and my cabin door is always open, you can just enter whenever you are stuck with any of your assignments.’

On the third day of his joining the organization, she called in Subodh. ‘So how is it going?’ She asked hurriedly. ‘I’m fine ma’am. Is it possible’ Rihana cut him short before he could finish ‘Great! Ready to start work! Pull a chair, I need you to do something for me’ she quickly ran Subodh through the MIS software and gave him a list of all the reports that had to be culled. She then got up from her chair, and picking up her iPad and stack of papers said ‘I’m late for a meeting with the Operations Head. Call me or meet me, if you have any problems. It is very simple so I’m sure you wouldn’t need to. Take care! Bye’. She then rushed out of the room leaving a puzzled Subodh staring at the roughly written list scribbled on the sheet in front of him.

Questions:

- a) Was it a mistake to have hired Subodh? If not, then what is the problem?
- b) What advice would you give Rihana and Subodh?

Q. 5: Case Study:

GoKart is an e-commerce company, which acquired new heights and currently is the second largest e-commerce firm in terms of market share. HR department is headed by Mr. Prakash Sharma since its inception in 2008. The HR director was mainly concerned with the attrition rates being significantly higher than the industry average. Mr. Khanna, the HR manager wanted a turn-around plan to solve the problem. Nevertheless he want it to be based on sophisticated data analysis to enhance his credibility. However, before making his turn-around strategy, he wanted to understand the underlying factors responsible for such high attrition. The major problem in this case is increasing rate of attrition in the company. Mr. Ramesh Khanna as a HR Manager is supposed to give a plan for reducing attrition to company CEO. Detailed analysis is done to understand the key reasons behind people leaving the organization, which shows the following figures:

| S. No. | Parameters | Details of people left GoKart | Details of people still working with GoKart |
|--------|------------------------------|-------------------------------|---|
| 1 | Total no. of employees (585) | 129 | 456 |
| 2 | Overtime | 96 out of 129 | 74 out of 456 |
| | Male: Female | 63/89: 33/40 | 38/260: 36/185 |
| 3 | Performance rating | 3.17 | 3.16 |
| 4 | Levels of job (1-4) | 1.5 | 2.2 |
| 5 | Job satisfaction (1-5) | 2.4 | 2.8 |
| 6 | Salary (1000-19000) | 4195 | 7091 |
| 7 | No. of companies worked 1-9 | 3.2 | 2.5 |

Question:

- a) Based on the given data, what are the factors leading to attrition? Give reasons?
- b) Based on the analysis of the data, what should be done to reduce attrition?