

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PG/ MMS (HR) 2018 - 20

Subject: Talent Planning

Maximum Marks: 25

Duration: 2 hours

Date : 18.9.2019

Notes:

- 1. Q.1. is compulsory. It carries 10 marks.**
- 2. Answer any 3 from question no 2-5. Question no 2-5 carry 5 marks each.**

Q.1. Read the following caselet and answer the following questions-

Sun Microsystems has experienced extremely rapid growth as the company has evolved from an entrepreneurial operation to a major player in the computer systems industry. As a result, there is a strong need to forecast and identify managerial and executive talent both within and outside the corporation. Ken Alvares, vice president of human resources, is well aware of the need to “grow” high-potential employees into these key managerial appointments.

Sun has 600 directors, which is the entry level executive job, and these individuals report to 110 vice presidents who in turn report to the president and the 11 executives who sit on Sun’s senior management team. Alvares pays close attention to the profile and performance of each of these individuals: “We watch the directors closely, but give more attention to the VPs. We look at each person’s particular profile and tailor individual coaching to their needs.” Because of this policy, the forecasting and developing of senior managerial and executive talent at Sun takes on a very personalized approach, one that seems to be working, at least to date.

Alvares says he has a good idea who would fill a job if something happened to a specific person, but he is still unsatisfied with Sun’s system. “When you look at our bench strength, I don’t get the feeling that we’ve got ourselves covered. I worry about developing people to step up to the next level. In some cases, I have one guy who can fill 10 jobs. If I have to use him, then I’ll have to do some scrambling.”

Critically analyse Sun Microsystem’s forecasting program for managerial and executive talent. What additions, modifications, or changes would you make to this program?

Q.2. Hospitality company Ruptub Solutions, that owns and operates Treebo Hotels, has fired 100-120 employees, or about 20% of its workforce, as per a report by ET. The reason for the layoffs is a large potential investment round falling through as per the report. The hospitality chain was reported to be in talks with the French hotel chain, Accor SA, for an investment upto \$40 Mn as per reports. Accor operates across various price categories, owning brands such as Sofitel, Ibis, Raffles, Novotel, and Mercure. As per the report, the employees have been given a month of severance pay, and an assurance of a recommendation for a job. The hospitality chain had also laid off 70-80 employees last year after online travel agency MakeMyTrip stopped listing the company on its platform. At that time, the company had backed its decision on the back of technology adoption and less requirement of human resources.

Source – People Matters

Why do so many downsizings fail to meet organizational objectives? Suggest some other alternatives to the management to downsize Treebo.

Q.3. From HR issues to cultural integration, the reasons behind M&A failures:

A high-profile manufacturing joint venture between one of India's top conglomerates and its European partner collapsed even before it could bid for the first big contract. The reason: a suggestion that a conference call be held during the Christmas holidays. The differences between both sides — over technology transfer; equity contribution and route to market — were simmering for months. That small issue, essentially a people issue, whether work can interrupt holidays snapped the already frosty relationship.

Managers and Angst could be the new meaning of M&A. Managers make deals, but in these heady days of a buyout boom more often than not they are breaking them too.

Discuss culture as an aspect for consideration during M&A. What is the role of HR in M&A?

Q4. Like many other organizations investing in employee career, JSW Steel introduced an elearning platform called GirlsWannaLearn to accelerate women careers. Discuss why organizations engage in career planning for employees. How introducing such specific programmes for women will benefit the organization.

Q5. Elaborate the various techniques used to forecast human resource demand in organizations.
