

*Program: PGDM Exec (Batch2018-19)Sem-I, End Term Exam paper, Subject: **Strategic Talent Management***

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Program: PGDM Exec (Batch2018-19), Sem-I
Subject: Strategic Talent Management
(End Term Examination)

Maximum Marks: 50
Duration: 3 hours

Date: 28th November , 2018
Time : 10.30 am to 1.30

pm

Instructions

- 1. Q1 is (Compulsory)**
- 2. Attempt Any two from Question 3**

Case Rallis India a HR Business partner

Rallis India is one of India's leading agrochemicals companies. It has more than 150 years of experience in servicing rural markets and a comprehensive portfolio of pesticides, herbicides, fungicides and plant nutrients for Indian farmers.

The company has factories in five locations in India and a network of 1,500 distributors that reach more than 40,000 retail counters. It has the largest agrochemicals capacity in the country (10,000 tonnes per annum of technical grade pesticides and 30,000 tonne litres per annum of formulations)

Rallis HR functions as a team of business partners. The HR team works to ensure that employees remain energized and motivated. In a step towards preparing employees to meet business challenges, the HR function in the company has been restructured so that there are HR business partners — for sales and marketing, manufacturing and support functions — who act as the single window for all HR services to the given function and its employees. In short, the Rallis HR team functions as a team of business partners.

Mr. Madan Tripathy, Vice President for HR & Business Excellence describes HR challenges as four-fold. First, to have an appropriate organizational structure, with due importance given to emerging businesses. Second, to develop expertise at the senior management level for accelerated growth through succession planning, creating a leadership pipeline and sourcing the right talent, particularly for emerging businesses. Third, to enhance the versatility of middle management through capability building and job enrichment. And fourth, to increase the depth of the organization at the grassroots level.

It is felt that at the grassroots level, and particularly for customer-facing employees, one of the biggest challenges is to change the mindset from product selling to concept selling and to equip our existing sales force with appropriate knowledge, skills and the attitude to enable responsive problem-solving and proactive growth consultancy. At Rallis, a new competency framework has been developed, resulting in a dramatic change in the

frontline sales team in improving their self-image and in making them feel a greater connect with the farming community.

“Another unique aspect of this competency development is that it is actively driven by more than 30 regional competency champions and internal trainers, who are volunteering to train sales employees spread across 200 territories in India. These participants, in turn, will train our 1,000-plus contract field workers, who connect with the farmers more frequently. Interestingly, it is our area sales managers who have willingly taken on the extra responsibility to act as competency champions and train the workforce beyond their area sales teams.”

QUESTION 1 (15 marks)

On the basis of the above case what are the changes that you observe? What is your perception of HR in this point of time. What are the new ways in human resources management can add value to business?

QUESTION 2 (15 marks)

There is a retail Outlet with 50 sales personnel currently. According to the Business strategy of the Company, expansion plans will require the following manpower during the next three years:

- i. 2017: 60
- ii. 2018: 70
- iii. 2019: 80

There are no promotions into the group, and typically two are promoted to Sales supervisor per year. An average of 5 per year is transferred to other Retail outlets of the organization, and 2 per year transferred in from other Retail outlets. Employee turnover averages 50% per year.

- A. What will be the recruitment requirements over the one year?
- B. If the overall number is 70, what difference would it make?
- C. What are the variations you need to make while formulating recruitment strategies for executives and unionized category of employees?

QUESTION 3 Any two (20 Marks)

- A. Your company, a BPO, wants to introduce a PMS based on Balanced Scorecard and link it with incentive plan. How would you go about making a training strategy for managers and employees?
- B. What is the role of manager in creating employee engagement? What HR processes need to be focused on to create a line of sight between employee engagement and business outcomes?
- C. What are the critical success factors for HR analytics in modern organizations?

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