K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MHRDM (Sem III)
Subject: Talent Planning and Acquisition

Maximum Marks: 50   **Duration: 3 hours**   **Date: 19.11.2019**

Note: Answer any 5 questions. All questions carry equal marks.

Q.1. With reference to the case on Attrition in Silver Spark Apparel Ltd., answer the following questions-

a. What strategies should SSAL adopt to effectively deal with the challenge of employee attrition at operator level?
b. Critically evaluate employee referral as a source of recruitment.

Q.2. In recent years India had witnessed many successful mergers and acquisitions like Ranbaxy – Daiichi Sankyo, ONGC-Imperial Energy. However, there were few deals which couldn't get through. Discuss culture as an aspect for consideration during M&A. What is the role of HR in M&A?

Q.3. In light of the negative consequences often associated with downsizing, why do organizations downsize? Why do so many downsizings fail to meet organizational objectives?

Q.4. Briefly explain the concept of selection. What are the different steps in selection process usually followed by HR manager, while employing people in the organization?

Q.5. Infosys, like Cognizant, is laying off people, and in similar fashion – a targetted move to reduce some of the perceived fat, particularly in the middle and top, and flatten the organization. The company is letting go of 10% of the workforce, or around 2,200 people, in the JL6 band (job level 6), an internal job code for senior managers. Infosys has 30,092 employees in the Infosys has 30,092 employees in the JL6, JL7 and JL8 bands.
Source – Times of India dated 5th Nov 2019
https://timesofindia.indiatimes.com/business/india-business/infosys-lays-off-mid-senior-level-execs/articleshow/71915093.cms
In the context of the given situation, suggest various strategies apart from layoff to deal with surplus employees.

Q.6. Discuss how various environmental factors affect human resource planning process. Give relevant examples.

Q.7. Short Notes (Any one)

        a) HR demand forecasting techniques

        b) Career planning