

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH**

**Program: PG/ MMS (HR) – 2016-18 – IV TRIM**

**Subject: Talent Planning**

**Maximum Marks: 25**

**Duration: 2 hours**

**Date : 12.09.17**

**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.** With reference to the case on Colgate Palmolive: Managing International Careers, answer the following questions-

- What is your critical evaluation of Colgate Palmolive's International Assignment Policy? Explain the strengths and weaknesses of the programme.
- What should Colgate-Palmolive do about the issue of dual-career families?

**Q.2.** As digitisation and automation become the new normal, IT biggies like Infosys, Cognizant and Tech Mahindra are seeing a spate of layoffs and this trend may continue for the next 1-2 years, say experts.

Pink slips are being handed out to thousands of employees as part of their performance appraisal process, but it is believed that these are directed more towards cost control amid pressure on bottom line due to a rising tide of protectionism in most target markets.

Indian software exporters in particular are facing headwinds in business environment and stricter work permit regime in countries like the US, Singapore, Australia and New Zealand.

Moreover, with newer technologies in artificial intelligence (AI), robotic process automation and cloud computing, which help complete the job with less manpower, software companies now have to reconsider their strategies.

Source: Layoffs in Indian IT sector may continue for 1-2 years: Experts, Business Line, 14<sup>th</sup> May, 2017

**In the light of the above situation, explain the consequences of downsizing.**

**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.

Source: From HR issues to cultural integration, the reasons behind M&A failure, Rica Bhattacharya & Sachin Dave, July, 26, 2016, [www.economictimes.indiatimes.com](http://www.economictimes.indiatimes.com)

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

**Q.4.** Mr. Roy works as Human Resource Manager with McCann Advertising. His organization is planning to downsize. The initial analysis shows that the creative team would be having 15 additional resources than required. Suggest strategies to manage surplus talent.

**Q.5. Short Notes (Any one)**

- a) Downsizing and perspectives to downsizing
- b) HR demand forecasting techniques

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