

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MHRDM (Sem III) 2017-20 Batch

Subject: Talent Planning and Acquisition

Maximum Marks: 50

20/11/2018

Duration: 3 hours

Notes:

1. Answer any 5 questions. All questions carry equal marks.

Q.1. With reference to the case on Colgate Palmolive: Managing International Careers, answer the following questions-

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

Q.2. Read the caselet and answer the following question-

Mica Tech Pvt Ltd. Is a growing organization in the e-commerce industry. Its phenomenal growth in the recent past led to a huge manpower requirement in the company. Recruiting the required resources was a challenging task for the HR department as there was a dearth of talent in the market with too many companies vying for the same talent. The CEO of the company called for a meeting of all the heads of departments to discuss ways in which the manpower requirement could be met. The CEO invited suggestions about innovative ways of recruiting top talent in the industry.

Shyama Paul, the HR manager had a point to make. She said, "This is a difficult task for us, as most of the openings in the company are in the junior and middle management positions, for which we require experienced personnel. Unfortunately, most of them will be already employed and busy in their jobs. So, our job now is to attract this group of passive job-seekers." At this point, one of the project leaders raised a doubt, "In such a competitive business scenario, how successful will we be in attracting the attention of skilled employees?" The CEO agreed and so did Paul. "Perhaps, we could create an employer brand for Mica Tech that would attract and retain the right kind of people; suggested Paul. It was then decided that a team of members from the HR department will come up with a proposal for addressing this concern.

Describe the recruitment strategy for Mica Tech to address their manpower requirement. Explain the different techniques that you will use for recruiting the right talent with valid reasons.

Q.3. 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

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

Q.4. As digitization and automation has become the norm, organizations are engaging in downsizing more frequently than ever before. Downsizing is carried out with the objective of cost cutting but may have negative consequences, if not carried out diligently. **Discuss the consequences of downsizing.**

Q.5. 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.6. AI or artificial intelligence is the new buzzword in the corporate world. In the networked digital era amid proliferation of smart devices and surge of Big Data, AI or smart machines that can think intuitively and make intelligent sense of the vast data is the new battle ground that is roiling multiple sectors, disrupting companies and stoking new rivalries.

Source : How artificial intelligence is reshaping recruitment, and what it means for the future of jobs, Malini Goyal, October, 08, 2018, www.economictimes.indiatimes.com

In the context of the given situation, suggest various strategies to deal with surplus employees.

Q.7. Short Notes (Any one)

- a) HR audit
- b) HR demand forecasting techniques
