

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2023-25)
END TERM EXAMINATION (TERM -III)

Subject Name: **Talent Acquisition, Retention & Engagement**

Time: **02.00 hrs**

Sub. Code: **PGH31**

Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Identify ethical issues pertaining to recruitment, selection, staffing and retention decisions and their impact to firm performance.
CO2- Interpret and apply a global outlook and an understanding of workforce diversity when dealing with issues of equal opportunities and engagement of human resources in organization.
CO3- Analyze various staffing strategy contributes to organizational effectiveness.
CO4- Integrate the staffing support activities, e.g. legal compliance, planning and Job analysis.
CO5- Compare and contrast workforce and talent data to identify trends and other actionable performance information.

SECTION - A

Attempt all questions. All questions are compulsory.

1×5 = 5 Marks

Questions	CO	Bloom's Level
Q. 1: (A). Define "Manpower planning" briefly. Q. 1: (B). Explain the concept of "KPIs" in assigning the work to the employees. Q. 1: (C). Explain anyone Forecasting technique in HRM? Q. 1: (D). Identify two indicators under Job Description and Job Specification? Q. 1: (E). The study of people's efficiency in their working environment (infrastructure) is termed as	CO1	

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)

7 x 3 = 21 Marks

Questions	CO	Bloom's Level
Q. 2: (A). "Imagine you are leading the talent acquisition team for a rapidly growing tech startup. Due to the company's expansion, there's an urgent need to fill several key positions within a short timeframe. However, you're facing stiff competition from established industry players. How would you devise a recruitment strategy to attract top-tier candidates while also ensuring a seamless selection process?" <p style="text-align: center;">Or</p> Q. 2: (B). "You've been appointed as the HR manager for a multinational corporation with diverse operations across multiple continents. One of your primary challenges is to standardize the selection process across different regions to ensure consistency in hiring practices while respecting cultural	CO2	

<p>nuances and local regulations. How would you navigate this complex situation to establish a globally aligned yet locally adaptable talent acquisition framework?"</p> <p>Q. 3: (A). "You've been hired as the HR manager for a company that is known for its strong organizational culture and values. However, recent turnover rates suggest that new hires are struggling to integrate into the company culture effectively. How would you design an induction and socialization program that not only introduces new employees to the company's values and norms but also ensures a smooth transition into their respective teams?"</p> <p style="text-align: center;">Or</p> <p>Q. 3: (B). A Client of G-Cube – a leading Finance company with 7 lines of businesses and 5.5 million customers has a talent pool of about 15,000 committed employees. It has a national presence across more than 500 cities in India and about 200,000 channel partners. While this allows the company to offer its customers a wide array of financial products, it is a challenge to reach out to such a staggering number of employees – especially the ones who are newly recruited. The strength of G-Cube was its weakness too, as conducting Induction in 15000 employees sitting in different work places was a big challenge.</p> <p>Explain how, G-cube conducted their Induction sessions effectively.</p> <p>Q. 4: (A). "You've been appointed as the HR manager for a large retail chain. Employee engagement surveys indicate a noticeable decline in morale and job satisfaction among frontline staff, attributed to factors such as long working hours, minimal recognition, and limited career growth opportunities. How would you develop a comprehensive employee engagement strategy to address these concerns and foster a more positive work environment?"</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B). Apple is trying to expand its Operations, they want to establish its new office in Dubai, the Board decides to allot the task among the existing employees, fairly. Now, HR wants to divide the work of Dubai Division and finalized 4 employees for the same, Vineeta, Anupam, Aman and Namita Vineeta and Anupam are Full time Employees and working 40 hours/week, Aman is Part time and working 30 hours/week on the contrary part, Namita is working 20 hours/ week. Calculate the Full Time Equivalent (FTEs), so that the work can distribute evenly.</p>	CO3	
<p><u>SECTION – C</u></p> <p>Read the case and answer the questions 7×02 = 14 Marks</p>		
Questions	CO	Bloom's Level
<p>Q. 5: Case Study:</p> <p>Briggs Industrial Solutions began partnering with Quantum Workplace on their engagement survey in 2020, wrapping up their third engagement survey in 2022.</p> <p>By taking feedback from the surveys and diving deep into targeted areas of the company via focus groups, Briggs has uncovered solutions and strategies to move the needle on areas that are impacting engagement and retention.</p> <p>In 2021, Briggs was struggling to retain their technicians, who make up the majority of the company's workforce. These technicians spend their days out in the field, traveling to customers and repairing equipment. They are critical to the</p>	CO5	

<p>success of the company. But most were leaving the company before they hit 3-5 years of tenure.</p> <p>The leadership team at Briggs knew they needed to take a good look at what might be causing disengagement and turnover. Their engagement survey shed light on specific and actionable challenges to overcome:</p> <p>Technician “intent to stay” dropped 5% Perceptions of fair pay dropped 4% Perceptions of recognition dropped 11% Value of the ESOP dropped 11%</p> <p>With the feedback received from engagement surveys, Briggs continued to evaluate benefits, compensation, and team structure across the board. They also worked to understand why techs were not feeling recognized for their contributions.</p> <p>Leaders uncovered multiple areas to review. There was frustration around pay gaps between tenured and incoming employees. Work assignments weren’t always aligned with technicians’ strengths and skill level. And there weren’t clear guidelines on increased compensation for new skills and training assistance.</p> <p>As a result, Briggs implemented profit sharing in 2022, in addition to ESOP. They created a career path for technicians, providing clarity on what they needed to do to grow, develop, and advance in their career. And finally, they provided more internal classroom training, rather than solely relying on senior technicians.</p> <p>The changes the Briggs leadership team made led to impressive results on their next engagement survey:</p> <p>Perceptions of recognition increased 17 points “Senior leaders value people as their most important resource” increased 16 points Perceptions of trust and fairness increased 14 points Perceptions of fair pay increased 14 points.</p> <p>Questions: Q. 5: (A). Analyse the case through uncovering the reasons of Employee turnover? Q. 5: (B). Develop a HR metrics to evaluate Turnover rate of Brigs Industrial Solution</p>	
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Kindly fill the total marks allocated to each CO’s in the table below:

COs	Marks Allocated
CO1	5 Marks (Example)
CO2	7
CO3	7
CO4	7
CO5	14

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create