

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM (G/SM/M)**

**FOURTH TRIMESTER (Batch 2020-22)**

**END-TERM EXAMINATIONS, OCT, 2021**

**Main**

Course Name	<b>Talent Acquisition</b>	Course Code	<b>HR 403</b>
Max. Time	<b>2 hours</b>	Max. Marks	<b>40 Marks</b>

**INSTRUCTIONS:**

- All questions are mandatory to answer.
- Please write legibly and precisely with examples

Talent Acquisition has undergone transformations at Southwest Airlines. It offers its employees a culture of empowerment. People are allowed to make on the spot decision and do not need to take approval from higher authorities. For example, they help the passengers by all means in case they miss a flight. It cares for its people. The top management takes personal interest in individuals and make it a point to interact with them regularly. The family feeling reigns supreme at Southwest. The airline wants to grow and get better without compromising on its employees' wellbeing. Contrary to its competitors, it raises pay even during lean periods. They do not have a fear of layoffs. Apart from stock options, it rewards excellence and has incentive of free air tickets for perfect attendances over a three-month period. The employees have unlimited career opportunities and are trained and promoted from within. In fact there is equal thrust on internal sources of Talent Acquisitions. They dress down to relax. An innovative "walk in your shoe" programme is there that makes people swap their jobs for a day and to gain empathy for other person's efforts. In all, we can say that Southwest Airlines walks the talk.

Q. 1. Aligning Talent Acquisition with Business Strategy through creating a culture helped Southwest Airlines. Elaborate. **(10 marks)**

Q.2. The practice of relying on internal or external sources of recruitment varies from industry to industry. Analyze and also mention what are various external sources of recruitment. **(10 marks)**

The selection was filled with problems in Tynosis. Every time recruitments were done through various internal references mainly through reference of middle or senior management. There was no formal assessment system. The recruitment was substandard for want of assessment system. Promoters were realizing that there are some issues. They brought a new CEO and HR Head and requested to look into matter. New HR Head first of all reframed the interview assessment and divided it into 30 marks with six parameters of five marks each. In fact, each parameter for example academic qualification if approx. 60 percent in Masters then 3 marks out of 5 marks, if 61-80 percent, the marks was 4 and 81-100, marks was 5. In the same way other parameters like Current affairs, domain knowledge etc. marks were placed. This interview system was brought to minimize selection biases. Top management is also thinking recently to introduce aptitude test in recruiting human resources in Tynosis.

Q.3. Appropriate Assessment can impact Talent Acquisition Strategy in a positive manner in Tinosys. Analyze with examples of few companies using various assessment techniques for Talent Acquisitions. **(10 marks)**

NELRO India wanted to be a market leader. They were working hard towards strategic transformation. The most worrying thing was it had high attrition rate, low performers and competency issues. NELRO India hired a consultant to work on its Human Resource Planning. The consultant identified problem in recruitment communication. It was observed that the emphasis was more on traditional approach like newspaper etc whereas competitors were using digital media as potential source of recruitment communication. Consultant involved a team of existing human resources to reframe strategy for recruitment communication. this may help in talent acquisition and getting high better profiles through sharing requirements to digital media like LinkedIn etc. The next challenge was to recruit or train a small team for sourcing through digital media.

Q.4.Social networking sites can help NELRO India and other such company in acquiring efficient talent. Explain. **(10 marks)**