



JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM (G/SM/M)

FOURTH TRIMESTER (Batch 2021-23)

END-TERM EXAMINATIONS, MAY, 2023

SPECIAL REAPPEAR

Course Name	Talent Acquisition	Course Code	20322
Max. Time	2 hours	Max. Marks	100 Marks

INSTRUCTIONS:

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

Q.1. In the context of case let below, Discuss, why companies need to look beyond referrals and promotions while acquiring talent.

(25 marks)

PLS Ltd was mainly depending on internal referrals and promotions for acquiring talent. But in recent past they observed that there is spike in attrition hence existing sources were not appropriate to handle the requirement of manpower. Industry trends were as such where people were adopting various means like going for campus hire, lateral hiring through attracting footfalls, talent scouting etc. HR at PLS thought of using the same strategy and changed its policy for hiring. A year plan was chalked out. The consultant had objections on the plan because it was lopsided in form of giving more emphasis to traditional sources. Consultant wanted to source through digital media as well apart from other means. Finally, the management agreed to adopt a path where the company will look outward rather than inward only for talent acquisitions.

Q. 2. Aligning Talent Acquisition with Business Strategy through creating a culture helped Southwest Airlines. Elaborate.

(25 marks)

In turn, Southwest 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. 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.3. Screening candidates at application level with only psychometric test made the screening process easy and more candidates were now in the basket. Psychometric test for screening can help SRS in getting candidates in job fit. Analyze.

(25 marks)

The complex multiple tools used screening process during application for recruitment led to ending up with lesser number of candidates. Screening process for any job should focus at shortlisting candidates at initial stage. The objective is to get matching profiles and good candidates. SRS International Ltd developed a screening process which was able to screen applications based on requirements of job. Consideration of Job description was an important thing in this process. The effort was now to screen in good candidates and take them in next level for selection process. Psychometric test was used to screen the candidate at application level only and it was found useful to get candidates with specific competency.

Q.4. Social and networking sites can help NELRO India and other such company in acquiring efficient talent. Examine.

(25 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.