

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2024-26)
END TERM EXAMINATIONS, OCTOBER 2025
SET-1

Course Name	Talent Acquisition	Course Code	20322
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. All the questions are compulsory, against which marks are indicated.
- b. Be precise and objective in your answers with a max. word limit of 800 words.

1. Consider the following job profiles: (a) HR Manager and (b) Sales Officer. Plan a job analysis for both of these jobs.

- (i) Identify the key responsibilities and experience required in these jobs. (5)
- (ii) Examine the knowledge, skills and abilities necessary to perform those tasks. (5)

2. Global Heavy Engineering Ltd. is a renowned multinational corporation specializing in heavy machinery and infrastructure projects across Asia, Europe, North America, and Africa. With over 50 years of industry presence, the firm has built a reputation for technological innovation, quality, and exceptional project execution. Its senior leadership team comprises highly experienced engineers, project managers, and industry experts who have contributed to the company's stellar reputation.

Over the next five years, a significant number of senior employees—including project directors, technical heads, and industry relations managers—are nearing retirement. Many of these individuals hold key institutional knowledge, industry contacts, and strategic insights that are difficult to replace. Their departure could lead to a skills gap, loss of client trust, and a slowdown in ongoing projects. While the company has a robust pool of young, talented employees eager for advancement, concerns remain about their readiness to assume leadership roles. The challenge is to ensure a smooth leadership transition without compromising project continuity, reputation, or strategic client relationships.

- (i) With the help of the given information, demonstrate what steps the organization should take to ensure a smooth transition of leadership by differentiating between strategic talent management and basic employee replacement. (5)
- (ii) Analyze the primary risks faced by Global Heavy Engineering Ltd. by not having a formal succession plan, and what elements might you suggest adding to their succession planning program to make it robust? (5)

3. (a) You are the HR Manager for a fast-growing e-commerce startup looking to hire 25 new customer service representatives within a month. Plan the internal and external recruitment sources for this hiring and outline their specific advantages and disadvantages. (5)

(b) Your company, a small but highly specialized consulting firm, needs to hire a senior-level data scientist with a very niche skill set. Propose various recruitment sources to find a suitable candidate with justification for your preferences. Examine the effectiveness of traditional job boards for this job? (5)

4. Mr. Singhania, the CEO of Tech-Solutions Inc., has been tasked by the Board of Directors with a critical decision. The company has decided to establish a dedicated Research & Development (R&D) Department to drive future innovation and gain a competitive edge. Mr. Singhania needs to select a leader for this new department and empower them to build it from the ground up. After careful consideration of several high-performing candidates, Mr. Singhania has narrowed his choice down to two individuals: Varun Sharma and Alok Gupta.

Varun Sharma has been with the company for seven years. Known for his intense drive and proactive nature, he has consistently exceeded expectations in his projects. He is often called a 'go-getter' by his colleagues due to his focus on achieving results, sometimes bypassing established protocols to get the job done. While some find his direct, no-nonsense style challenging, his team respects his clarity and decisiveness. As one team member put it, "He pushes you hard, but you always know where you stand, and he's the first to praise you when you succeed." Varun is known for taking full ownership of his projects and is adept at making swift, critical decisions.

Alok Gupta has been a valued employee for ten years. He is universally well-liked and respected by his peers and direct reports. His work is meticulous and consistently excellent. Alok's leadership style is less aggressive than Varun's. He believes in a collaborative approach, often seeking input from his team members and other relevant departments before making a final decision. This inclusive style has fostered a highly participatory environment, which has been credited with a significant boost in team morale and project output. His team members feel their contributions are valued, which motivates them to deliver their best work.

- (i) Assuming that you are Mr Singhania, recommend your choice as the head of the Research & Development (R&D) Department, justify. Discuss whether the company would be better off hiring from external sources.

(10)