

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

FOURTH SEMESTER MBA DEGREE EXAMINATION (R), MAY 2023

(2021 Scheme)

Course Code: 21MBA224

Course Name: Talent Acquisition Management

Max. Marks: 60

Duration: 3 Hours

PART A

(Answer all questions. Each question carries 2 marks)

1. List the importance of Talent Management.
2. Explain employer branding.
3. Compare Training and development.
4. Explain the drivers of Engagement.
5. List any four contemporary issues in Talent Management.

PART B

(Answer any 3 questions. Each question carries 10 marks)

6. Explain the role of HR in Talent Management.
7. Analyze the use of Social Media for Talent Sourcing.
8. Examine the process involved in acquiring talent.
9. Elucidate the different employee engagement strategies.
10. Explain the methods for measuring human capital investment.

PART C

(Compulsory question, the question carries 20 marks)

11. Ravi launched his manufacturing company, Star AC India Pvt Ltd, around 7 years back. Currently, 150 employees work in this company which deals with air conditioners for homes and corporate. The work experience of the employees ranges between 1 to 15 years. It first started by targeting individual homes and slowly penetrated the corporate market. In the initial years, the performance of the company was good.

Customers were not only happy with the product quality, but also with the after sales service. The most important aspect of this company was the quality of work life. Employees were treated as assets. As a startup, it gave ample facilities to its employees to keep them happy. As a result of this, the performance of the employees was outstanding. The market share was high

and employees were highly committed. This created a healthy organizational culture and scope for organizational learning for the employees.

Diagnosing Low Employee Engagement

In the past 1 year, it was observed that there were too many complaints coming from the clients. The after sales service was poor and the market share of the company abruptly went down. Moreover, it was found that employee retention was becoming less and absenteeism rate increased. The employees were under performing, there was lack of motivation, high interpersonal conflict, and the entire organizational culture was going for a toss. Under this alarming situation, Ravi, along with his team of managers decided to intervene into this problem and diagnose the reasons. They hired an external OD specialist to conduct a survey to understand the reason for this deterioration of the company. The survey was conducted at StarAC and lots of issues were identified which are as follows:

It was diagnosed that there was no action that could foster employee engagement activities in the past one year, though Ravi says that many of the employees spend time together outside the office, thus indicating that socialization facilitated at work continues outside of it too. Employees also acknowledged the same when asked about integration measures. The employees are actively encouraged to be inclusive and friendly and newcomers are given a welcoming care package as a bonus. Curiously, when asked, about employee engagement activities, few of the responding employees said that there is one, and that they are dissatisfied with it. Few other respondents said that there is no benefit program in place. Around 5 % also disclosed that they do not need any employee engagement activities.

Discovery of Low Engagement

The employees confirm that there are hardly any employee engagement initiatives taken by HR, and that career development possibilities are very limited. Though the HR manager claims that support is readily available for anyone who needs it, most of the employees disagree with the statement. According to 30% of the population, the company has a good flow of communication, though 70% claims that they barely interact with the CEO. Also, in terms of getting feedback, few claims to have received insufficient feedback while others are satisfied. Ravi and his team of managers say that they provide feedback regularly to anyone who wants it. When describing the company culture, Ravi articulates it as “family-based”, “encouraging” and “positive”. When the employees were asked to accord certain words to it, “bureaucracy”, “politics” and “role conflict” were chosen by these respondents each, with some elaboration shedding light into these choices.

They also mentioned that the people who are closer to the management, gets all the favor, exercising an internal “clique” kind of power group. Along with that, overlapping tasks create a lot of friction, with employees having a feeling of job insecurity. In the past one year, the performance of the company has dropped. The cost of the company due to such turmoil within and amongst employees has been exorbitantly high. The human resources of the company are getting drained undermining goals of the company.

a) Employee disengagement vests on three pillars, explain about that three pillars. Which HRs should focus among three pillars?

Marks (10)

b) Demonstrate the measures and finding solution for employee disengagement.

Marks (10)
