

PGDM (2016- 18)
Acquisition, Retention & Engagement
DM- 421

Trimester – IV, End – Term Examination: September 2017

Time allowed: 2.5 Hours

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

SECTION - A

[Marks: 3*5 = 15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. What are the various signals that can warn a manager that employee engagement practices need to be implemented in an organization?
2. As technology advances further in the years to come, how do you think the methods of employee recruitment and selection in IT organizations is likely to change?
3. Discuss the accuracy of the employee interview? What are the various means by which this can be enhanced?
4. What are the economic, social and political forces that have made talent management even more important than it was in the past?
5. Employee retention is a major challenge in the organizations employing the Generation Y. How can this be managed?

SECTION - B

[Marks: 2*10 =20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. In view of the prevalent scenario in the telecom industry in India, what are the key challenges prevalent in the industry? What are some of the measures that could be implemented by the companies? You are free to make suitable assumptions about the company.
2. A new employee is likely to be anxious the first few days on the job. What are the possible causes of this anxiety? As a HR Manager, how would you try to reduce it?
3. Design one situational question to identify each of the following competencies in Management Trainee (Finance) in a private bank:
 - a. Ability to handle stress
 - b. Financial Acumen
 - c. Eye for details
 - d. Versatility
 - e. Customer Focus

SECTION – C

[Marks: 3*5 =15]

Please read the case and analyze the situation mentioned in the case. There are 3 questions given in the case, each carries 5 marks.

The New Recruitment Process

The Hotel Paris's competitive strategy is "To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability." HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy and boost performance, by eliciting the required employee behaviors and competencies.

As a longtime HR professional, Lisa Cruz was well aware of the importance of effective employee recruitment. If the Hotel Paris didn't get enough applicants, it could not be selective about who to hire. And, if it could not be selective about who to hire, it wasn't likely that the hotels would enjoy the customer-oriented employee behaviors that the company's strategy relied on. She was therefore disappointed to discover that the Hotel Paris was paying virtually no attention to the job of recruiting prospective employees. Individual hotel managers slapped together help wanted ads when they had positions to fill, and no one in the chain had any measurable idea of how many recruits these ads were producing or which recruiting approaches worked the best (or worked at all). Lisa knew that it was time to step back and get control of the Hotel Paris's recruitment function.

As they reviewed the details of the Hotel Paris's current recruitment practices, Lisa Cruz and the firm's CFO became increasingly concerned. What they found, basically, was that the recruitment function was totally unmanaged. The previous HR director had simply allowed the responsibility for recruiting to remain with each separate hotel, and the hotel managers, not being HR professionals, usually just took the path of least resistance when a job became available by placing help wanted ads in their local papers. There was no sense of direction from the Hotel Paris's headquarters regarding what sorts of applicants the company preferred, what media and alternative sources of recruits its managers should use, no online recruiting, and, of course, no measurement at all of effectiveness of the recruitment process. The company totally ignored recruitment-source metrics that other firms used effectively, such as number of qualified applicants per position, percentage of jobs filled from within, the offer-to-acceptance ratio, acceptance by recruiting source, turnover by recruiting source, and selection test results by recruiting source.

This despite the fact, as the CFO put it, "that high performance companies consistently score much higher than low performing firms on HR practices such as number of qualified applicants per position, and percentage of jobs filled from within."

It was safe to say that achieving the Hotel Paris's strategic aims depended largely on the quality of the people that it attracted to, and then selected for, employment at the firm. "What we want are employees who will put our guests first, who will use initiative to see that our guests are satisfied, and who will work tirelessly to provide our guests with services that exceed their expectations" said the CFO. Lisa and the CFO both knew this process had to start with better recruiting. The CFO gave her the green light to design a new recruitment process.

Lisa and her team had the firm's IT department create a central recruiting link for the Hotel Paris's website, with geographical links that each local hotel could use to publicize its openings. The HR team created a series of standard ads the managers could use for each job title. These standard ads emphasized the company's service-oriented values, and basically said (without actually saying it) that if you were not people-oriented you should not apply. They emphasized what it was like to work for the Hotel Paris, and the excellent benefits (which the HR team was about to get started on) the firm provided. It created a new intranet-based job posting system and encouraged employees to use it to apply for open positions. For several jobs, including housekeeping crew and front-desk clerk, applicants must now first pass a short prescreening test to apply. The HR team analyzed the performance (for instance, in terms of applicants/source, and applicants hired/source) of the various local newspapers and recruiting firms the hotels had used in the past, and chose the best to be the approved recruiting sources in their local areas.

After 6 months with these and other recruitment function changes, the number of applicants was up on average 40%. Lisa and her team were now set to institute new screening procedures that would help them select the high-commitment, service-oriented, motivated employees they were looking for.

Questions

1. Given the hotel's required personnel skills, what recruiting sources would you have suggested they use, and why?
2. What would a Hotel Paris help wanted ad look like?
3. How would you suggest they measure the effectiveness of their recruiting efforts?