

PGDM (2015- 17)
Acquisition, Retention & Engagement
DM- 421

Trimester – IV, End – Term Examination: September 2016

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. "Although systematic in nature, a job description is still at best a subjective process". Build arguments for and against this statement.
2. Why is it important to conduct pre-employment background investigations?
3. How are the drivers of engagement influenced by nature of industry?
4. With reference to the objectives and advantages of a well designed orientation programme, suggest measures for making employee induction successful.
5. Outline the challenges encountered in retention of employees in multiple unit organizations?

SECTION - B

[Marks: 2*10 =20]

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

1. The recruiting process connects to and should be tightly integrated with the overall organizational talent management strategy. Critically examine the above statement?
2. How can employee engagement practices be instrumental in helping a company gain competitive advantage? Cite few pertinent examples.
3. Identify four key skills and competencies required for:
 - a. Customer service officer in a five star hotel.
 - b. Project manager in a leading real estate firm.
 - c. HR executive for recruitment consultancy.
 - d. Engineer (Maintenance) in airlines

SECTION - C

[Marks:2* 7.5=15]

Please analyze the situation, and answer the questions mentioned in the case.



Case study

Recruiting and selecting staff at Thomas Cook

According to the IRS (2007), employers are seeking to control or reduce their recruitment expenditure. In the case of travel agent Thomas Cook, the business is very cost conscious, with quite low margins, but staff turnover—especially in their call centre—is rather high. The measures taken by the company to reduce their costs have focused on the following.

- Making the recruitment process wholly online until the interview stage. This means that the company will accept application forms and CVs online and use email as the preferred way of communicating with candidates. It also conducts an online pre-screening process for selecting sales consultants in order to sift out unsuitable applicants at as early a stage as possible.
- Controlling employment agency costs through the introduction of preferred supplier lists where hard-to-fill or specialist posts are concerned.
- Working with two local government funded agencies that provide candidates free of charge. This is particularly appealing when the company has to recruit around 100 people a year for its call centre. One of the agencies offers potential candidates on a free-trial basis, where they can work for fifteen days with no obligation on either side. This is a useful way for the organization to judge whether an individual might prove to be a suitable employee, even though he or she may not have all the necessary experience on paper.

Questions

- 1 Identify other industries experiencing high staff turnover and low margins that might operate on a similarly cost-conscious basis as Thomas Cook. Investigate the recruitment and selection processes used by companies within these industries. To what extent do they replicate these methods, and how would you judge their effectiveness in terms of securing and retaining effective employees?
- 2 How effective are the approaches taken by Thomas Cook in promoting their brand and in securing employee **commitment**? What might they do to improve in both areas?