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-15]

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

1. What special measures might be necessary for a successful diversity – oriented recruitment effort?
2. Considering that there are millions of resumes posted on the web what steps should recruiters follow to screen out unqualified candidates in a fair and non-discriminatory manner?
3. Identify five 'interview questions' which could be asked for assessing the interpersonal skills for the role of 'front line executive' for hospitality sector.
4. Does Employee Engagement translate to 'Employee Retention'? Comment on the statement.
5. What are some of the ethical issues that can arise in recruiting?

SECTION - B

[Marks-20]

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

1. What motivates HiPOs? Keeping this in mind what retention measures can be taken by an organization? Give suitable examples from an industry of your choice.
2. What do you understand by 'Employer Branding'? How does it affect the acquisition, retention and engagement strategies of an organization? Justify citing suitable examples.
3. Write short notes on the following :
   a) Gallup Survey
   b) Resume Lies

SECTION - C

Please read the case and analyze the situation mentioned in the case. There are 2 questions given in the case, each carries 7.5 marks.   **(15 marks)**

Orion was one of the world's top Business Intelligence (BI) product companies. Its Indian subsidiary, Orion India, was headquartered from Mumbai. The mandate for the company was the selling and implementing of Orion BI software. The Indian office started in 1995 and till the year 2000 the company was headed by an expat who was given the task of setting up operations in India. In 2001, when Subrata Das joined as the CEO of the organization it got a new impetus. The company started doing well—every few days the company notice board had a congratulatory note for the sales team for the 'largest order for Orion India'. With the increase in sales, the company drew out ambitious growth plans.

In Orion, the annual planning was done in December for the coming year and all headcount budgets were approved from the regional office (in the case of India, the regional headquarters was Singapore). Ambitious plans to grow meant increase in sales team, pre-sales team and implementation consultants and support people. The India team was not very big and constituted of few, but, very high-quality experts of diverse kinds. The sales team was organized in industry verticals such as Banking, Financial Services and Insurance (BFSI), Retail, Manufacturing and the team members were usually industry experts with good IT understanding. They were the ones who front ended sales and maintained the relationships. The preparation of the technical proposal and the technical expertise required to explain to the client was done by the pre-sales team. They were technical experts of Orion software with specific set of industries that they specialized in. The implementation consultants were the ones who would work with the client after the sale of the software to ensure its integration into the client system to the satisfaction of the client. The implementation consultants usually played the role of project managers and sourced the implementation working hands from other smaller software players. The rationale to not hire these people was to save the bother of keeping them employed with projects at all times. Now they had people working only when they had projects.

When Sukanya had joined the HR team, it had been one of the happiest days of her life. She loved the business that the company was in, she knew that the company had been on the list of Great Places to Work in America from the year the survey had started and the CEO was someone who believed in keeping HR in the inner circle. 'For a company like this, how difficult would it be to get people?' she had thought to herself at the time of budgeting. She was very confident of getting people on board as per the plan—till now, her small team had been able to service the requirements of the business really well. However, as the years started rolling, hiring of people started proving to be a nightmare. The more she thought about it the more perplexed she would be. Last month the pre-sales head was very upset with her and was short of calling her inefficient. He had yelled his way into HR releasing a 'Walk-in' advertisement in Times Ascent. He had also insisted that HR make sufficient arrangement for refreshments for the candidates who would walk in. Sukanya knew it would be of no use, but then she had no other way out. The day the walk-ins were announced, 11 people came in. None of their profiles were close to what they had asked for. In fact, two ex-army people came thinking that business intelligence was the same as military intelligence.

These days she could hardly get sleep, so one Sunday morning before anybody had got up at home—she took her mug of coffee and decided to put all the facts on paper—maybe that would help her come up with some ways to tackle the problem. The company was an international brand, but people outside of the software world still confused it with a travel services company with the same name. The Orion brand magic had not worked in India. Software experts preferred to work with a services firm which implemented all products (different companies) and did not want to build expertise on any product exclusively. Higher employability for an IT specialist meant knowing the products of many companies—not just one. It had been eight months that they had been looking for a supply chain consultant—the ones they liked were not sure about joining a software product company. Their salary was competitive with the best software companies in India. However, they could not offer very steep hikes—internal parity was important. They did not want to lose what they had, all for making it easy to get people from outside.

Placement consultants were just doing a keyword search and sending stacks of resume—shortlisting was like looking for a needle in a haystack! To say the least, they were not taking work off their table—instead adding to it! Recommendations from employees were as good as the follow-up effort of the HR team—if you pestered people they did refer, but, not many. The recruitment process had one element which was proving to be a bother. Before offering to any candidate, the HR in India had to have the terms of the offer (complete with comparative salaries internally and externally benchmarked) approved by Singapore before the offer could be made. Once the paperwork was in place, approvals from Singapore were just an e-mail away. Moreover, the offer could be made to the candidate immediately. Every offer was mapped against an approved headcount and obviously no offer against that headcount could be made to anyone else. Often candidates would accept the offer and ask for a month or a couple of months joining period and then a week prior to the joining date convey their inability to join them. Usually their organizations had succeeded in retaining them. In such cases, the recruitment process had to start afresh and that took the organization many steps back.

She looked at her list of woes waiting for some solution to emerge.

Questions

1. Why is Orion not able to attract people in spite of being a good company and a strong brand in the BI market?
2. What could Sukanya do to expand the pool of candidates for Orion?