

**PGDM (2014- 16)**  
**Acquisition, Retention & Engagement**  
**DM- 421**  
**Trimester – IV, End – Term Examination: September 2015**

**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 is job description and job specification? In a company with only 25 employees, is there a less need for job description? Why or why not?
2. What are the latest methods of reference checks adopted by companies? How appropriate is it for companies to check a candidates presence on social networking sites?
3. Employee engagement plays a significant role in retaining key employees. Comment on the statement.
4. Competency based selection methods can be crucial for ensuring 'person job fit'. Elaborate.
5. What is employer branding? Highlight its significance for a company in today's scenario of war for talent?

**SECTION - B**

[Marks: 2\*10 =20]

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

1. One of your employees has come to you with a written statement that the work hours are not fair and he is facing health issues due to this. Assume yourself as HR executive of an IT company which is already plagued with high attrition, what steps would you take to handle this employee.
2. In the light of the prevalent scenario in the real estate in India, what are the key competencies required in a Project Manager (List at least 5)? Develop two interview questions to assess **each** competency identified by you. You are free to make suitable assumptions about the company.
3. You are the HR Manager of a telecom company with operations in Southern part of the country. You have to submit a note to the management indicating the major areas of concern related to employee engagement along with the suggestions for handling them.

**SECTION - C**

[Marks:2\* 7.5=15]

**Please read the case and analyze the situation mentioned in the case.**

HUL operates in a market which is extremely competitive for both customers as well as talent.

## Talent Strategy: Differentiated Capability

HUL's talent strategy has been to pick the best talent in the market, sharpen their leadership skills through a well-devised system and then giving them leadership roles. This effortlessly showcases the organization's strength as a breeding ground for future leaders. Naturally aspiring talent looks at HUL as a dream employer.

## Talent Culture

Nitin Paranjpe, the CEO of HUL, travels the length and breadth of the country to visit young sales managers, many of them management trainees to have a first-hand feel of their experience. He does this exercise five to six times a month. In fact, all HUL senior managers spend 30 per cent to 40 per cent of their time growing leaders. What it brings to the fore is that leaders inside HUL take talent development as a priority item in their agenda of 'things to do'. Vindi Banga (the CEO of HUL from 2000 to 2005) admits to attending a full evening with new recruits as a part of the induction programme. Spotting talent is every leader's responsibility not just HR's. Apprenticeship and mentorship is a way of life inside HUL. The apprentices today become mentors tomorrow. All potential leaders are classified in colour-coded categories and once a year the senior management has a threadbare discussion on each and every potential candidate to decide on the future course of development.

## Management of Demand for Talent

HUL believes that leaders cannot be made—they have to be spotted, identified and polished from Day 1. Hence the company does not wait for recruits to show capability—their hiring

process is so robust that only high potential people come on board. Their selection lays emphasis on execution excellence and behaviours which would make people want to follow these leaders. They, then invest in growing them into successful leaders from day one.

The recruitment process is intensive. For example, MBA students interested in working with HUL have to first fill a comprehensive questionnaire. After rigorous scrutiny the shortlisted candidates are then put through an equally rigorous Group Discussion. The subject of the group discussion is usually a live management challenge which the organization is currently facing. HUL leaders have the insight and experience to understand the applicants' style of thinking and interpersonal relations and this is the basis of their selection. Selected candidates from this round are then put through a stress interview and then only is the final selection made after many discussions among the members of the assessment panel.

## Leadership Development

Starting with the critical first three years HUL puts its potential leaders in a special development pipeline that is a 'leadership stairway' to the top. Of the 900 people that HUL hires across all levels in the organization, it selects 30–50 young men and women to join the Business Leadership Training (BLT) programme. This programme accelerates their career development through a series of stints. During this period they are supported by a coach (a senior member in the functional area who is the anchor through out the training period), and a mentor (a member of the management committee who reviews progress periodically). These stints are 'core stints' (in the functional area of expertise), 'cross functional stint', 'international stint' and 'corporate responsibility' stint too.

## Performance Management

As a part of the BLT programme the trainee managers are given a combination of daily work on the front line as well as an intellectually stimulating project to challenge them to produce a radical shift at work. Each leader has a 'Management Trainee Contact Book' in which every visiting senior executive write remarks on their performance—this gives instant feedback to the trainee from a hosts of perspectives because every visiting executive brings in their lens of looking at a situation. Probation ends with a confirmation interview with the executive member of the HUL board of directors. For three years after the confirmation HUL continues to coach, mentor and closely follow the performance of the employee. The two performance parameters are work done (performance defined in terms of objectives) and the way (behaviour displayed) it is done. Performance evaluations decide whether an employee is a 'lister' (a lister is someone who has the potential to grow to a very senior management level in the organization). A lister's position is not per-

manent and a person and get in and out of the list depending on performance.

## HR Policies and Processes

While every line manager is equally responsible for spotting and growing talent the responsibility to design processes which makes their job structured and easier is the function of the HR team. For example, 15–18 months of training in HUL is longer than any other company's in the country. Managers who are selected as coaches and mentors are generally high performers and more often than not listers. HR is known to be the steward of the entire talent management process in HUL and ensures that assessments are objective and deep and that no leadership talent is overlooked.

*Source:* Adapted from Conaty and Charan (2010).

### Questions

1. Comment on the HUL talent strategy.
2. Can you relate this strategy to any other company that you may know of?