



**GL BAJAJ** Roll No.....

Institute of Management & Research  
Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

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**POST GRADUATE DIPLOMA IN  
MANAGEMENT (2019-21)  
END TERM EXAMINATION (TERM -IV)**

Subject Name: Talent Acquisition, Retention & Engagement  
Sub. Code: PGH01

Time: **02.30 hrs**  
Max Marks: **60**

**Note:**

**1. All questions are compulsory in Section A & C. Section A carries 8 questions of 2.5 marks each, Section B carries 5 questions of 04 marks each and Section C carries 1 Case Study of 20 marks.**

**SECTION - A**

Attempt all questions. All questions are compulsory.

**2.5×08 = 20 Marks**

Q. 1 (A): Explain the factors affecting HRP for opening up a Quick Service Restaurant in Delhi NCR.

Q. 1 (B): What is test reliability and test validity? Which is more important to have in a good employment test & why?

Q. 1 (C): What is Poaching? Do you think it is ethical method of recruiting? Give reasons

Q. 1 (D): What do you understand by Employee Induction? What purpose does it serve?

Q. 1 (E): Explain any 2 internal and external sources of recruitment with their merits and demerits.

Q. 1 (F): "Succession planning is an effective method of internal recruitment." Comment.

Q. 1 (G): Discuss the concept of HR Analytics in brief. How can it benefit the HR functions?

Q. 1 (H): State any three Employee Engagement Strategies practiced in IT Sector.

**SECTION – B**

Attempt any five out of six questions

**04×05 = 20 Marks**

Q. 2: Prepare a well -documented Job analysis for a managerial role in an FMCG company.

Q. 3: Discuss the role of psychometric tests in the selection process of an organization? Are you in favor of rendering such tests? Why or why not?

Q. 4: "Cost is an important factor in Talent Acquisition & Retention". Examine the statement in the view of the significance of cost benefit analysis.

Q. 5: "Diversity in workforce helps organizations gain respect from the society." Explain diverse work force and list some benefits of a diverse workforce.

Q. 6: Calculate the cost per hire for Employee referrals from the following data.

Hiring Source	YTD Hires	YTD Total Recruiting Expenses (in INR)	Avg. Time To Fill (Days)	YTD New Hire Terminations (Voluntary and involuntary)
Employee Referrals	1800	INR 36,00,000	35	900

Q. 7: Calculate the Employee turnover rate for Staffing Agency from the given data.

Hiring Source	YTD Hires	YTD Total Recruiting Expenses (in INR)	Avg. Time To Fill (Days)	YTD New Hire Terminations (Voluntary and involuntary)
Staffing Agency	3,300	INR 9,99,000	50	1,100

### SECTION - C

Read the case and answer the questions

**10×02 = 20 Marks**

Q. 8: Case Study:

#### **Winning Talents in Tumultuous times**

Bravo is a technology company that develops and deploys disruptive solutions that help customers compete better and capture business value faster. The company has invested in developing advanced tools that leverage machine learning, deep learning and Artificial Intelligence (AI). A sharp and obsessively focused talent acquisition strategy is at the core of Bravo's ability to meet the highly demanding needs of its technology clients. "This is all it really comes down to," says Sujatha, India HR Head at Bravo. "When talent acquisition equips business to meet market needs, HR stops being a support function and becomes a strategic partner." Over a period of time, Bravo has isolated and addressed the key challenges around talent acquisition:

- **Quality of Hire:** Bravo insists that 40% or more of its hires be in the "Top Performer" category. If the target is achieved, it means a minimum 40% employees will deliver 'Outstanding' performance or 'Exceed Expectations'.
- **Improve fulfilment predictability:** In order to meet talent needs with the highest possible levels of accuracy, it was essential that the "offer to joiner ratio" be upwards of 70%.
- **Improved turnaround time:** Time is of the essence in the technology business and fulfilling talent requirements in the shortest cycle times is critical.

#### **The Bravo Approach**

The Bravo Talent Acquisition model fulfils competencies and culture fitment using a 6-pronged multidimensional approach:

- 1. Talent Attraction:** Compelling Job Descriptions (JDs), that educate and inspire candidates about the business unit they will work with at Bravo, are the first important step. The recruitment team works closely with Practice and Business Heads to create JDs, incorporating all the competencies and cultural requirements in order to attract the right profiles.
- 2. Diversity:** Bravo has partnered social platforms like LinkedIn and Jobsforher to engage the rich pool of external female talent. For this, Bravo identified women thought leaders within the organization and showcased their impact on our customers and on the lives of

women using blogs, testimonials, live chats and webinars. The campaign generated over 50,000 views, likes, comments and impressions, resulting in 800 applicants. In addition, we have mapped niche roles where women perform successfully, sharpening our ability to hire the right candidates for the right jobs.

**3. Employee Referral:** While employee referrals are a routine way to cast a wider net for talent, we do it a bit differently at Bravo. Here, we use innovation. For example, this year we turned it into Referral Roulette, an exciting game of luck or chance. Referral Roulette ran for an entire week, with employees winning prizes every hour. The evidence of success is in the outcome: We posted 25 jobs and received an overwhelming response of 700 referrals.

**4. Coding Contest:** Over 5,000 tech specialists have engaged with Bravo in coding contests. These contests provide our team an opportunity to interact with the brightest minds in the country and identify talent for niche areas that can otherwise be difficult to fill.

**5. Selection Process:** Bravo's recruitment framework outlines competencies and behavioral traits required for every role. These help the Talent Acquisition team work with the "Hire Right" mantra and bring in culturally fit candidates. We believe that these high potential and passionate employees will deliver exceptional customer experience and catapult Bravo towards becoming the digital leader by 2020.

a. **Technical Assessments (TA):** Customized technical assessments and tools have brought in the right talent and reduced recruitment cycle times. Using TA we have been able to save USD 50 per candidate by filtering out the unqualified ones.

b. **Behavioral Assessments (BA):** Bravo has developed competency based behavior assessments. The BA consists of two steps: A tool-based test and a cultural fitment assessment done in person by trained interviewers. The culture discussions are driven by senior HR and business leaders certified in the STAR (Situation, Task, Action, Result) interview method.

**6. The Hire, Train and Deploy Model:** Our team now identifies core skilled candidates in the market through our partners. Selected candidates are trained on the required skills and deployed on projects. This model has been used for "difficult to hire" skills. To showcase Bravo as a global digital company. The team itself undergoes rigorous training on consultative selling, social recruiting, using tools for talent attraction, video-based interviewing techniques and other contemporary and emerging methodologies.

**Tangible Results** The upshot of the 6-pronged approach has been strikingly significant and has ticked all the boxes when it comes to meeting organizational goals.

The approach has led to:

- Improved quality of hire and a 280% increase in offer acceptance (over previous year): This is especially notable when considering that 80% of the positions are for niche skills. 45% of total hires made in 2016 have been rated "Outstanding" and "Exceeds Expectation" as per the quarterly check.

- The offer to acceptance ratio touching 86%, well above the target of 70%: This includes campus hires (millennials). We recorded a staggering 85% joining ratio from campuses and a 100% acceptance rate from premier schools/universities like NID and the Delhi School of Economics. The key to engaging millennials was to stay connected with them on social media and chat platforms.

- A 45% improvement in turnaround time: The 100+ day recruitment cycle has been brought down to 54 days. The recruitment strategy has been aligned with business forecasts for right time hires that also help minimize bench costs. Part of this success can be attributed to the fact that sourcing became focused and part of it can be credited to the fact that a partner ecosystem was created that provided Bravo with access to a flexible workforce that could be ramped up/ down at short notice.

But with COVID-19 hitting the world, the distant future of the work seems to be arriving earlier, wherein people might think of picking up jobs that are not full-time, allowing them to

follow other interests and passions, and changing the way HR functions. Living in unprecedented times, surrounded by uncertainties, HR at Bravo is grappling with the new code of work, which talks about remote working and dealing with the economic slowdown. Being in the talent acquisition arena, Ms. Sujatha is facing this critical question of sourcing and selecting the right candidate

**Question**

**Q 8(A):** What are the key challenges that were faced in terms of Talent acquisition & Retention by Bravo and how did Bravo overcome these challenges? Elaborate on the impact of these measures.

**Q8 (B):** What major changes Bravo should make in their staffing approach to reach out to the potential candidate in the times of COVID-19 ?

### Mapping of Questions with Course Learning Outcome

Question Number	CLO
Q. 1 (A):	4
Q. 1 (B):	1
Q. 1 (C):	1
Q. 1 (D):	3
Q. 1 (E):	4
Q. 1 (F):	3
Q. 1 (G):	5
Q. 1 (H):	2
Q. 2:	4
Q. 3:	3
Q. 4:	3
Q. 5:	2
Q. 6:	5
Q. 7:	5
Q 8(A):	3
Q8 (B):	2