

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)
END TERM EXAMINATION (TERM -III)

Subject Name: Talent Acquisition, Retention and Engagement
Sub. Code: PGH31

Time: **02.00 hrs**
Max Marks: **40**

Note: All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1-Understand the process of human resource planning, including forecasting workforce needs and aligning manpower planning with organizational goals.
CO2-Apply job analysis techniques to design effective job roles and descriptions, ensuring relevance and alignment with organizational needs and operational requirements.
CO3-Understand the purpose and process of induction and socialization, and evaluate the effectiveness of induction programs in enhancing employee integration and engagement.
CO4-Design effective employee engagement strategies by identifying key drivers of engagement and aligning them with organizational goals to enhance workforce productivity and satisfaction.
CO5-Analyze the costs and consequences of employee turnover, identify root causes of talent departure through data-driven techniques, and apply methods to measure and monitor turnover and retention to develop talent management strategies.
CO6- Create and implement strategic compensation plans and integrated total rewards systems aligned with organizational goals, and sustainable retention through a comprehensive understanding of total rewards.

SECTION - A

Attempt all questions. All questions are compulsory.

2×6 = 12 Marks

Questions	CO	Bloom's Level
Q. 1: (A). Briefly explain the factors affecting HR demand forecasting Q. 1: (B). Write a short note on Delphi Technique Q. 1: (C). Differentiate between Job Description & Job Specification Q. 1: (D). Differentiate between Recruitment and Talent acquisition Q. 1: (E). Write a short note on Ethical issues in Recruitment Q. 1: (F). Briefly mention the various stages of selection of an employee for the post of HR Executive (Three questions each from CO1 & CO2)	CO1 & CO2	L1&L2

SECTION – B

All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice)

6 x 3 = 18 Marks

Questions	CO	Bloom's Level
<p>Q. 2: (A).Design a 7 days Induction Program for the newly recruited sales executives of a FMCG industry</p> <p style="text-align: center;">Or</p> <p>Q. 2: (B). You are been informed by your manager that expat employees who came on a 6 months project are facing issues in dealing with the host country employees. You are asked to conduct a session to enhance the interpersonal skills of the employees. Suggest the content and activities for the session.</p> <p>(internal choices with two questions corresponding to the same CO)</p>	CO3	L3 & L4
<p>Q. 3: (A). Consider a startup with the following staff members:</p> <p style="padding-left: 40px;">2 Full-Time Employees working each for 40 hrs per week.</p> <p style="padding-left: 40px;">3 Part-Time Employees are working each for 20 hrs per week.</p> <p style="padding-left: 40px;">1 Temporary Employee working for 15 hrs per week.</p> <p>Calculate the total hours worked.Also explain the concept of FTE.</p> <p style="text-align: center;">Or</p> <p>Q. 3: (B) A manufacturing firm wants to enhance engagement in their hybrid work model. Propose three engagement initiatives for blue-collar and white-collar employees. Justify your approach based on drivers of engagement in each segment.</p> <p>(internal choices with two questions corresponding to the same CO)</p>	CO4	L5
<p>Q. 4: (A). Your company is experiencing high attrition among mid-level managers.Exit interviews reveal dissatisfaction with pay structure and career growth. As the HR manager, what steps would you take to redesign the compensation and rewards system to retain this talent group?</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B). Briefly mention 5 sustainable retention practices which you have identified in the companies selected by you in the assigned project work. Name the Company also.</p> <p>(internal choices with two questions corresponding to the same CO)</p>	CO6	L6

SECTION - C

Read the case and answer the questions

5×02 = 10 Marks

Questions	CO	Bloom's Level
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<p>Q. 5: Case Study:</p> <p>Deloitte, is a multinational professional services network with offices in over 150 countries and territories around the world. Deloitte's continual efforts to ensure disability access supports its mission to “attract, develop, retain and advance the best talent representing the broadest range of backgrounds, perspectives and experiences.”Deloitte programs focus on five key priorities: Achieving greater representation at all levels throughout the organization, Improving acquisition of the best talent representing the broadest range of backgrounds, generations, perspectives and experiences, Expanding marketplace eminence, Promoting disability-supportive behavior, Working collaboratively, capturing synergies and leveraging best practices. As part of its efforts, the company implements return-to-work and retention strategies such as providing workplace accommodations. One example of this involves a valued Deloitte employee who was diagnosed with a rare disease and subsequently developed a physical disability and became a wheelchair user. After a leave of absence, the employee was able to return to work with some workplace accommodations. Since the employee's position required him to travel, Deloitte worked with him to determine what adaptive equipment and other accommodations he would need for work-related travel, such as a travel chair, spare tires and rims for his wheelchair, and portable hand controls for use with rental cars. The employee reached out to his health insurance company to determine which equipment was covered under his healthcare plan. Deloitte then purchased the equipment he needed for work travel that was not covered under his insurance. To further assist the employee, Deloitte used an interactive process to determine what other accommodations he might need to perform the essential functions of his job, such as adaptations to his physical workspace and schedule adjustments to allow him to attend physical therapy appointments. The company also consulted various websites, such as the Job Accommodation Network, for ideas on what workplace accommodations could help the employee be as productive as possible. The results of these efforts were two-fold - the employee was able to achieve his desire to perform at the same level, do the same type of work (including travelling both nationally and internationally) and be as productive as he was prior to his leave of absence, and Deloitte was able to retain a valued employee.</p> <p>Questions:</p> <p>Q. 5: (A). How can personalized accommodations, like those provided by Deloitte, contribute to retaining high-performing employees with disabilities following a medical leave of absence?</p> <p>Q. 5: (B). What role does an interactive, employee-centered approach play in developing effective return-to-work and retention strategies for individuals with disabilities?</p> <p>(Entire Sec C to be assigned one CO. Both questions corresponding to the same CO)</p>	CO5	L3
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Kindly fill the total marks allocated to each CO's in the table below:

COs	Question No.	Marks Allocated
CO1	1A, 1B,1C	6
CO2	1D,1E,1F	6
CO3	2A ,2B	6
CO4	3A,3B	6
CO5	5A,5B	10
CO6	4A,4B	6

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create