

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3– EXAMINATION – WINTER 2018

Subject Code: 3539289**Date: 6 /12/2018****Subject Name: Talent Management****Time: 10:30am to 1:30pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1 Explain following Concepts in brief:** **14**
- (a) Background Checks
 - (b) Career Counselors
 - (c) Employee Assistance Programs
 - (d) Family-Friendly Benefits
 - (e) Graphic Rating Scale
 - (f) Job Enrichment
 - (g) Recognition Programs
- Q.2 (a) What do you mean by Talent Management? Explain the Framework of Talent Management.** **07**
- (b) Prepare “Skill Matrix” for Job Position of your choice.** **07**
- OR**
- (b) Prepare “Application Blank” for Job Position of your choice.** **07**
- Q.3 (a) Explain the importance of “Interview” in Talent Management and mention steps to avoid common mistakes while interviewing candidates.** **07**
- (b) Explain the importance of JOB ANALYSIS and WORKFORCE PLANNING in Talent Management.** **07**
- OR**
- Q.3 (a) Explain Strategies to offer Market Competitive Pay Plans.** **07**
- (b) How do successful firms manage Ethics and Fair Treatment @ Workplace?** **07**
- Q.4 (a) Discuss various sources of Talent with suitable examples.** **07**
- (b) Suggest on how do firms manage Voluntary Turnover and Retention Strategies to be adopted by the firms.** **07**

OR

Q.4 (a) Mention various methods of Talent Appraisal, explain any 2 in detail. **07**

(b) Suggest various Employee Benefits offered by Benchmark Firms. **07**

Q.5 Case Study: 14

AVICA Enterprises Inc., of Austin, Texas, is a fast-growing software company, and provides software solutions to giant global firms for improving sales and performance. It prides itself on its unique and unorthodox culture. Many of its approaches to business practice are unusual, but in AVICA's fast-changing and highly competitive environment they seem to work. There is no dress code and employees make their own hours, often very long. They tend to socialize together (the average age is 26), both in the office's well-stocked kitchen and on company-sponsored events and trips to places like local dance clubs and retreats in Las Vegas and Hawaii. An in-house jargon has developed, and the shared history of the eight-year-old firm has taken on the status of legend. Responsibility is heavy and comes early, with a "just do it now" attitude that dispenses with long apprenticeships. New recruits are given a few weeks of intensive training, known as AVICA University and described by participants as "more like boot camp than business school." Information is delivered as if with "a fire hose," and new employees are expected to commit their expertise and vitality to everything they do. Jeff Daniel, director of college recruiting, admits the intense and unconventional firm is not the employer for everybody. "But it's definitely an environment where people who are passionate about what they do can thrive."

The firm employs about 700 such passionate people. AVICA's managers know the rapid growth they seek depends on having a staff of the best people they can find, quickly trained and given broad responsibility and freedom as soon as possible. Founder and CEO Joe Liemandt says, "At a software company, people are everything. You can't build the next great software company, which is what we're trying to do here, unless you're totally committed to that. Of course, the leaders at every company say, 'People are everything.' But they don't act on it." AVICA makes finding the right people (it calls them "great people") a companywide mission. Recruiters actively pursue the freshest, if least experienced, people in the job market, scouring college career fairs and computer science departments for talented over-achievers with ambition and entrepreneurial instincts. Top managers conduct the first rounds of interviews, letting prospects know they will be pushed to achieve but will be well rewarded. Employees take top recruits and their significant others out on the town when they fly into Austin for the standard, three-day preliminary visit. A typical day might begin with gruelling interviews but end with mountain biking, roller blading, or laser tag. Executives have been known to fly out to meet and woo hot prospects who couldn't make the trip. One year, AVICA reviewed 15,000 resumes, conducted 4,000 on-campus interviews, flew 850 prospects in for interviews, and hired 262 college graduates, who account for over a third of its current employees. The cost per hire was \$ 13,000; Jeff Daniel believes it was worth every penny.

Questions:

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- (a) In reference to the AVICA case study, discuss how HR management in the company contributed towards achievement of its organizational objectives?
- (b) In reference to the AVICA case study, appraise the processes that the company is following currently to plan their human resource requirements. What further should Trilogy do in your opinion to plan their future human resource requirements?

OR

- Q.5** (a) Prepare Management Replacement Chart showing Development Needs of Potential Future Vice Presidents. **07**
- (b) Explain different types of Honesty Testing used while talent acquisition. **07**

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