

Navrachana University  
School of Business Law – MBA  
End-Semester Examination September-2017  
Second Year, Semester 3  
Talent Acquisition and Management (HR208)

Date: 30.11.17  
Time: 03:30PM to 5:30PM

Marks: 40

**Instructions:**

- Write each answer on a new page
- All questions are compulsory

**Q1. Answer in detail: (Attempt any 2)**

(20 Marks)

- A. Explain all the stages of talent life cycle in details.
- B. Explain all the principles of managing talent.
- C. Elaborate on practices essential for measurement of talent.
- D. Explain what all steps you will follow to design a training program with a hypothetical example.

**Q2. Read below Case Study and answer the questions:**

(10 Marks)

At our high-tech electronics firm, we realized that people had difficulty adapting to our culture. First, we had an issue with offers being accepted, but new hires not starting with the company, as they chose another offer over ours. Then we had new employees who felt lost or unmotivated after the hype of getting the job and starting with the company, and they would then leave within a relatively short period of time. We were concerned because, as we were growing, we wanted to attract a high caliber of new talent.

We created a committee to restructure our employee on boarding to make it more user friendly. This group consisted of hiring managers, functional heads and human resource (HR) managers discussing why these issues were arising and the impact they were having on the company.

We knew we wanted to attract quality talent and retain them, so we conducted research in the form of focus groups with employees who had been with the company between six months and a year. We asked them about their experiences of starting the job — how did they feel during the process? What was their experience of their first day and first week on the job? We learned a lot about our own processes: our employees felt isolated, even intimidated. We realized that this was not the first impression we wanted to make.

We started by putting together a package of materials to address 'post-offer syndrome.' This package is mailed to the employee's home after the acceptance of an offer. This package includes a video about the company and employee testimonials. It is intended to be viewed with family members so they too have a better sense of where their loved ones will be working. It also offers detailed information about the benefits of the job presented in an attractive format to convey clearly what the company had to offer.

The first day on the job there is an orientation session that includes lunch and a tour of the facility. A senior executive welcomes the group to demonstrate senior leadership's commitment to all the staff. The

orientation gives an account of the company's history and its philosophy, as well as key elements of the corporate social responsibility program to begin instilling the key elements of our corporate culture. The new employees were then released to their own departments with someone in a related role as an initial guide. This person escorts them to their work area where they meet their team members and their manager. The work area was set up in advance so that the employee can familiarize themselves with their computer and other resources straight away. This practice is followed by many companies, including Microsoft and IBM. During few days, the new hire meets with their manager who walks them through their role using a clearly defined job description and outlines the specific objectives which form part of their future performance appraisal. There are then subsequent meetings with the manager to ensure the objectives and the methods to be used to attain them are understood.

In order to address the feelings of isolation described in the focus groups, we created a buddy system where new employees are paired with an established staff member who is not their immediate superior. New employees are introduced to their 'buddy' within the first week so that they feel comfortable finding out about the company, its divisions and departments, and how it functions. Their 'buddy' should be someone they can trust to provide accurate information quickly and discreetly, including aspects of the company culture. For the established staff member, this is an opportunity to develop leadership and coaching skills outside of their functional area and in a less formal setting.

*Q.1 Identify various orientation on boarding practices used by the company for their new hires.*

*Q.2 Write down process of orientation followed by the company whenever any new hire joined.*

*Q.3 From the case study explain which initiative was found beneficial to both existing and new hired employees.*

**Q3. Read below Case Study and answer the questions:**

**(10 Marks)**

Infosys has conceded that attrition rates at the company, which has an employee strength of over 1.6 lakh employees, has touched worrisome levels. The attrition level grew higher to 20.1% in the July-September 2014 quarter as compared to 19.5% in the April-June 2014 quarter and 17.3% in quarter last fiscal.

With Vishal Sikka as its new CEO and a team of leaders, Infosys is looking at arresting the high attrition rate in the next few quarters. Infosys recently announced a 100 per cent variable bonus payout to its employees for the December quarter as the country's second largest software services firm tries to stem its high attrition rates. One of the main tasks before Vishal Sikka when he took over as the chief executive officer last year was to check the high attrition levels. Employee attrition rates are worrisome and we are implementing various initiatives to retain good talent," said Pravin Rao, COO, Infosys. "We have tried hard to listen to our employees. The concern was not so much about compensation but about predictability, career growth, and variable compensation. He said the company has done everything as scheduled in the last six-seven months. "We have done quarterly promotions. In fact, this quarter we have promoted 7,500 people. Promotion is a reflection of growth. Our growth created opportunities for our people to go up in the career track," he said. Since July last, the company has also given two wage hikes. Apart from these, the company was in the midst of several other employee-retention measures, including restructuring the variable pay programme, stepping up promotions, ramping up of certification and training programmes and a fast-track process for employees, Mr. Shibulal (Former CEO) said.

"Vishal's arrival brought hope that Infosys could make the transition into the digital age and move from a 'has been' to a 'relevant' player," Ray Wang, CEO of Constellation Research, told The Economic Times. However, Sikka's challenge is to inspire the company to regain the IT bellwether status once again, a position it lost due to the lack of innovation and growing competition in the sector. One of the first moves taken by Sikka was doing away with the formal dress code for its employees. The employees are now free to wear jeans and T-shirts instead of attending the office in formals with ties. "Infosys needed a dressing down," said an Infosys employee, referring to a change in dressing policy. Many internal processes related to employees have also been made simple. A woman employee seeking extension of maternity leave can just inform the manager through mail, without giving any "verbal explanations." Also, the complex procedure an employee has to undergo while applying for a transfer to other location has been simplified. The company also "institutionalized family events of its employees including carnivals for their children." The company motivates its employees to take part in decision-making process at "many levels." And the CEO constantly communicates with employees through blogs, town halls, InfyRadio and InfyTV, besides giving prompt replies to employee issues posted on Yammer, the company's communication platform. "He participates in conversations, and joins groups of his interest. And we are encouraged to learn from each other," said Shruthi Bopaiah, an Infosys employee, according to the ET. Owing partly to the initiatives taken by Sikka, the company has been able to reduce its attrition rate, once the highest in the industry, to 14.2% in the June quarter from 23.4% in the same period last year. One of the key changes brought in by Sikka is seeking more "employee engagement" in generating ideas for the company. He rolled out a programme called Murmuration, targeted at "crowd-sourcing ideas from employees." About 26,000 employees took part in the initiative, sharing 2,650 ideas. The company had shortlisted ten ideas for execution based on employee voting. "Vishal has shared a simple template that anyone — from any function, however junior or senior — can use to bring in innovation to anything he/she does. Suddenly, innovation is no big deal. It feels great to know that we are in some way part of a great renaissance at Infosys. From being simple 9-to-5ers, we've become people on a mission," said Infosys employee.

Q.1 What are the reasons of job dissatisfaction which lead to the high attrition rate at Infosys according to your opinion?

Q.2 What were initial corrective measures taken by company to reduce attrition and to retain talent?

Q.3 From the case study explain which retention initiatives were found beneficial for employees taken by Mr. Vishal Sikka.

\* the complex procedure as employee

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