

Seat No.: \_\_\_\_\_

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## **GUJARAT TECHNOLOGICAL UNIVERSITY**

**MBA (PART TIME) – SEMESTER 4 – EXAMINATION – SUMMER 2019**

**Subject Code: 3549989**

**Date: 03/05/2019**

**Subject Name: Talent Management (TM)**

**Time: 10:30 AM To 01:30 PM**

**Total Marks: 70**

**Instructions:**

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

**Q.1 Define the following terms:**

**14**

- (a) Total Reward
- (b) Employee Turnover
- (c) Talent Management
- (d) Job Description
- (e) Recruitment
- (f) Employee Engagement
- (g) Employee Retention

**Q.2 (a) Explain the elements of Talent Management.**

**7**

**(b) What are the various types of interviews which can be used for selection process?**

**7**

**OR**

**(b) Explain the recruitment process in detail.**

**7**

**Q.3 (a) Explicate the process of Talent Management in detail.**

**7**

**(b) Define Voluntary Turnover. Explain the causes of voluntary turnover in detail.**

**7**

**OR**

**(a) Prepare a job analysis statement for the post of Sales Manager.**

**7**

**(b) Prakash Jani, HR manager of Jagruti Chemical is facing the problem of employee engagement from last 6 months. What strategies will you suggest him to improve employee engagement?**

**7**

**Q.4 Case Study:**

Jigar Industry is a 100 crore company headquarter at Ahmedabad. The company is into manufacturing of pigment and markets its products across the country as well as countries in US and Europe.

Organization is traditionally run and is fully controlled by the promoters. However, with the advent of competitive environment, the company felt the need for revamping its operations and restructuring the organization structure too.

The chief executive officer (CEO) in the meeting with the vice president – operations, vice president – HR and other departmental heads discussed and approved the revised organization structure. The vice president – HR was given a period of three months for completing the revamping recruitment process.

The vice president – HR engaged an HR consultant and assigned them following tasks:

- Mapping the existing business profile and strategy of the organization
- Identifying the competency and manpower gaps
- Retraining and redeploying of manpower
- Recruitment of additional manpower
- Preparing of a position wise succession plan and a matching career plan for employees

Organization recorded an average performance of 17 % increase in sales & profit as against the envisaged target of 40 %. The CEO in his annual review meeting with departmental heads reviewed the situation, and during the course of brainstorming, they identified the followings:

- Some of the employees who did not possess the required level of competencies were recommended for promotion by the HR consultant with a view to complying with the recruitment and staffing target period.
- A few of the new recruits were found to be leaking confidential information to the competitors. A subsequent investigation revealed that some of them were actually implanted by competitors.

(a) What went wrong with the recruitment process? 7

(b) Did the company take the right step by engaging HR consultant? 7

**OR**

(a) What was wrong with the revamping strategy of the company? 7

(b) Who should be held accountable for the organization debacle? 7

**Q.5 Case Study:**

When Gamal Aziz became president of MGM Grand Hotel & Casino in 2001, Las Vegas was on a roll—and so was the MGM Grand. The 5,000-room hotel was ringing up \$175 million a year. The challenge for Aziz: to take something good and make it even better.

Under Aziz, revenue zoomed, and the MGM Grand became the second-most profitable hotel on the strip after the Bellagio. Some credit goes, of course, to a \$400 million spruce-up of the hotel in which 36 restaurants were opened or remodeled

and Cirque du Soleil was brought in as a headlining act.

But ask Aziz what was the single-most important factor in the jump, and he won't talk about twirling acrobats or signature dishes such as free-range quail stuffed with foie gras. His answer is: the employees. Now with times getting tougher in Las Vegas as tourism drops and gambling revenues fall, Aziz says his people have become even more critical to the company's success.

"Employee engagement in times of difficulties and severe economic climate is far more profoundly important now," says Aziz. "Employees are willing to give their all when they are well treated, appreciated. And the ability to unlock that potential is a competitive distinction. It's their decisions, their actions, their attitude that really makes the difference between [us and] a company that has its employees just punching the clock and trying to get through the day."

But Aziz, like all managers, is under pressure to justify every cost. Although his hotel is still running 96 percent occupied, groups are cancelling, and those that do come are spending much less per visit. That's forced Aziz to economize on some of these successful programs. He still does regular employee appreciation dinners for top performers, but he's spending about half as much this year as last. He's started recruiting managers from sister properties to attend his MGM Grand University as a way to defray the costs of training his own top managers. And he's put on hold one program training next-generation line managers.

Aziz shares with employees the challenges he's facing. Employees, the CEO says, were what got the hotel to the next level, and they are the key to pulling through hard times. "We will get through this, we will survive," says Aziz. "Once we get through this, the employees will be the ones who have gotten us through."

When Aziz arrived in 2001, he sought out rank-and file insight into the hotel and how it could improve. A survey of the hotel's 10,000 employees made clear that very little was being communicated to the staff about the events going on in the hotel on a daily basis, including such basics as who was staying there, and what the hotel had to offer those particular guests. Employees sometimes didn't even know what conventions were at the hotel.

Aziz came up with a simple fix. There is a short meeting now at the start of every shift in which every employee is given a rundown of what's happening in the hotel that day. It's a simple concept, but rolled out across 10,000 employees a day, it's a major undertaking.

In his recent book *Closing the Engagement Gap*, Towers Perrin Managing Director

Don Lowman highlights many MGM programs, including the MGM Grand University that offers dozens of classes on an invitation-only basis for high achievers. The MGM Grand Leadership Institute is a 24-week program for executives. And REACH! is the hotel's six-month course on basic supervisory skills for ambitious hourly workers. This investment in the staff, along with recognition dinners and other rewards, have led to more than 90 percent of MGM Grand employees saying they are satisfied with the jobs, and 89 percent saying their work has special meaning.

In the book, Lowman cites a finding from the firm's survey of tens of thousands of employees in six countries: that the number-one thing that engages employees is senior management's interest in their well-being. Visiting the MGM Grand, Lowman says he found evidence of that connection in spades. 7

(a) How did the MGM Grand use employee surveys to enhance employee engagement? 7

(b) In meetings held at the beginning of each shift, employees receive information that helps them provide superior service because they know more about their guests. How could that information also contribute to employee satisfaction and retention?

**OR**

(a) Because of a decline in revenues, the MGM Grand scaled back spending on some employee recognition and development programs. Suggest a few less-costly ways the organization could strengthen employee retention in lean times. 7

(b) Besides the applications described, how else could surveys support employee satisfaction and retention at the hotel/ casino?

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