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14MBAHR411

**Fourth Semester MBA Degree Examination, Dec.2017/Jan.2018**  
**Strategic Talent Management**

Time: 3 hrs./

Max. Marks:100

**SECTION - A**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Write short note on Talent value chain. (03 Marks)
- 2 Write short note on Career Planning. (03 Marks)
- 3 Write short note on Coaching Vs Training. (03 Marks)
- 4 Write short note on Talent Development. (03 Marks)
- 5 Write short note on 360 Degree feedback. (03 Marks)
- 6 Write short note on Psychometric Tests. (03 Marks)
- 7 Write short note on Assessment center. (03 Marks)

**SECTION - B**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Outline steps involved in talent management process. (07 Marks)
- 2 What is Succession planning? Discuss various stages in a succession planning. (07 Marks)
- 3 Explain the relationship between competencies and career development. (07 Marks)
- 4 Differentiate between assessment center and development center. (07 Marks)
- 5 What are the approaches to performance assessment? Discuss. (07 Marks)
- 6 Discuss the role of out placement as a part of talent strategy. (07 Marks)
- 7 What is meant by talent management information system? Elaborate the process of developing talent management information system. (07 Marks)

**SECTION - C**

*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Define Talent Management System (TMS). Discuss components and benefits of TMS. (10 Marks)
- 2 What is Competency mapping? Explain various steps involved in competency mapping. (10 Marks)
- 3 Discuss the five levels of PCMM, with suitable example. (10 Marks)
- 4 Critically evaluate usefulness of psychometric tests at entry level recruitments. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

- 5 Discuss why CEO's succession planning is critical to organizational health and success. (10 Marks)
- 6 Outline the importance of building talent reservoir in IT and ITES sector. (10 Marks)
- 7 Elaborate key talent retention strategies during growth stage of an industry. (10 Marks)

**SECTION - D**  
**CASE STUDY – [ Compulsory ]**

Infotech Systems Ltd

Mr. Ranjan Saxena is the CEO of Infotech systems, one of the top 5 companies in India, engaged in IT services. Mr. Ranjan received a report from a strategic HR consultant engaged by Infotech and forwarded it to Mr. Rakesh Mohan, CHRO of the company to prepare action plan to be implemented by the company.

1. Talent Acquisition challenge : Infotech Systems is poised for a threefold growth in operations in the next 18 months and need about 1500 people at various levels starting from operations to team leaders and managers.
2. Retention : Infotech system is having an attrition of 14% which definitely deserves a strategic attention. As more employees become shifting away from security needs towards more exciting job opportunities attrition is increasing. In order to help reduce future turnover, the "potential for attrition" will have to be included in the assessment criteria for all short listed candidates.
3. Prioritization : Increased hiring volumes coupled with inevitable lag being provided with additional budget resources will require companies to prioritize their job roles. Recruiters might then allocate their resources towards filling revenue generating and high business impact positions.
4. Workforce planning : As continuous business volatility becomes a 'normal trend', executives will increase their demand for data driven workforce planning. Unfortunately, most talent functions do not currently have staff with the capability to conduct sophisticated workforce forecasting and planning.
5. Re – Engineering Campus Recruitment : The demand for college talent will increase dramatically. Unfortunately, Corporate – campus recruiting budgets and processes are mostly stagnant over the last few years.  
A Re – engineered campus recruiting model must be considered with a focus on reaching out to campus in Tier II and III cities and trigger research to understand expectations of new generation graduates.

**Questions :**

1. Discuss how you address the first four challenges of talent. (10 Marks)
2. Give suggestions for re – engineering campus recruitment to enable Infotech system to acquire best talent from colleges. (10 Marks)

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