

USN

--	--	--	--	--	--	--	--	--	--

12MBAHR448

Fourth Semester MBA Degree Examination, June/July 2014
Strategic Talent Management

Time: 3 hrs.

Max. Marks: 100

Note: 1. Answer any THREE full questions from Part-A.
2. Part-B and Part-C are compulsory.

PART – A

- 1 a. What is talent management? (03 Marks)
b. Explain the types of career anchors. (07 Marks)
c. Explain in detail, the steps involved in competency mapping. (10 Marks)
- 2 a. Define performance management system. (03 Marks)
b. What is work life balance? Explain the components of work life balance initiatives. (07 Marks)
c. Explain the dangers of a poorly implemented performance management system. (10 Marks)
- 3 a. Define career planning. (03 Marks)
b. Briefly elaborate the characteristics of an ideal performance management system. (07 Marks)
c. Elaborate 360 degree feed back as an developmental tool. (10 Marks)
- 4 a. Write short note on: i) Compantency; ii) Compentency mapping; iii) Competency assessment. (05 Marks)
b. Explain lateral hiring, when there is a discontinuity in the succession plan. (05 Marks)
c. Elaborate the steps in conducting a behavioral event interview. (10 Marks)
- 5 a. Define employee engagement. Explain the types of engagement. (05 Marks)
b. Explain the horizontal postings of employees. (05 Marks)
c. Explain the process of attracting talent in today's competitive world. (10 Marks)
- 6 a. Explain the succession planning process. (10 Marks)
b. Explain Q12 model of Gallup. (10 Marks)

PART – B

- 7 a. Mr. Anand holding an important key position in your organization has resigned. You are asked to conduct an exit interview. How do you query Mr. Anand to get information? (05 Marks)
b. The manager of XYZ Ltd. is planning to coach the employees as a part of the developmental plan. What are two major functions he has to carry to coach the employees? (05 Marks)
c. As the supervisor of the company, you are observing that the employees in your organization are disengaged with their work and their performance is deteriorating day by day. As the supervisor, what best practices you would follow to engage the employees. (05 Marks)
d. In order to collect data for competency mapping the observer is asked to note down all the behaviours of the employees. List the observation tools that may employed in collecting data. (05 Marks)

PART – C

8

CASE STUDY

S & S Electrical Company is situated in Mysore. This is about four employees working in the company, Radha is 26 years old and engaged to Avinash, John (Bachelor, 20 years old). Avinash is engaged to Radha and dominating character, Aslam is a superior guy in the organization.

Avinash doesn't want Radha to be working at his level. John is a friend of Radha but is still jealous of her achievements. Aslam feels women should not be working, kind of an ancient mindset.

The management makes a decision to move the supervisor out of the organization and make one of the four as new supervisor. Radha is chosen as the new supervisor. The rest of the guys are not happy with her promotion.

The business makes a profit of 10 crores every year. Last year it was 12 crores. Suddenly management says to her that she should make 10 crores in next 2 quarter (6 months). Radha doesn't have any choice is since if she doesn't make it, Avinash will be promoted in her place. Avinash is so upset with Radha that he will ditch her if she fails then. He is not happy to work under her as she is engaged to him.

Aslam is a senior guy and feels very bad to report to Radha, John is ok to report to Radha but has evil intentions in his mind about Radha.

Questions:

- a. Do you agree with management's decision to succeed Radha in place of supervisor? Substantiate the answer with reasons. **(07 Marks)**
- b. Will Radha get success in her new role as supervisor? What is her colleague's attitude towards her? **(06 Marks)**
- c. In this case, did management identify the second line of leaders and develop their competencies. If yes why? If not why? **(07 Marks)**

* * * * *