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Fourth Semester MBA Degree Examination, June/July 2015
Strategic Talent Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any THREE questions from Q.No. 1 to Q.No. 6.
2. Question No.7 and 8 are compulsory.

- 1
 - a. Define Competency. (03 Marks)
 - b. Write a note on SMART goals. (07 Marks)
 - c. Discuss various methods used in performance appraisal. (10 Marks)
- 2
 - a. Give the meaning of employer branding. (03 Marks)
 - b. Elaborate the approaches to competency mapping. (07 Marks)
 - c. Enumerate process of succession planning. (10 Marks)
- 3
 - a. What is survey method of data collection? (03 Marks)
 - b. Elaborate the various stages of career development. (07 Marks)
 - c. "The one who can perform the job well can get high reward in comparison to the poor performers". In the light of this statement, explain performance linked remuneration system. (10 Marks)
- 4
 - a. Name the key drivers of employee engagement. (03 Marks)
 - b. Enumerate various parameters to measure employee engagement. (07 Marks)
 - c. Describe the various steps involved in talent management process. (10 Marks)
- 5
 - a. What is Performance feedback? (03 Marks)
 - b. Outline the characteristics of effective HR leaders. (07 Marks)
 - c. Write a detailed note on competency mapping procedure and steps. (10 Marks)
- 6
 - a. What is Lateral hiring? (03 Marks)
 - b. Describe in detail Q12 model of Gallup. (07 Marks)
 - c. Explain various mistakes which may occur in succession planning. (10 Marks)
- 7
 - a. Rajiv is a member of market research team. His boss periodically observes his work on specific aspects of his job (client calls conducting meetings, attending seminars etc) and writes down, using specific behavioral descriptions, what he sees Rajiv doing. What appraisal technique, in your opinion is he employing? Explain.
 - i) BARS
 - ii) Graphic rating scale
 - iii) Forced choice comparison
 - iv) Critical incident
 - v) Checklist. (05 Marks)
 - b. "Today many industries still follow traditional techniques of performance appraisal." Do you agree? If you, defend your argument with reasoning. (05 Marks)
 - c. Ananya works for a small private sector bank, as a cashier. She likes the steady hours, the predictable schedule, the pleasant co-workers, good working relationships with he customers and the image of the bank. What anchors are important to Ananya? Justify your answer.
 - i) Security, creativity
 - ii) Security, managerial competence
 - iii) Creativity, autonomy, Security
 - iv) Creativity, autonomy, technical competence
 - v) Technical competence, security. (05 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 for equations written eg. 42+8 = 50, will be treated as malpractice.

- d. Should companies make special efforts to deal with career – family problems through part – time work, job sharing, flexitime and other programmes? Elaborate, give your opinion.

(05 Marks)

8 CASE STUDY :

Mr. Rakesh accepted a new promotion as manager with mixed feelings. He was proud of having his work recognized, but he had some doubts about how he would like the new work. His former job as officer [PRO], Delhi Development Authority [DDA] involved regular contact with general public, recoveries and processing their complaints, meetings with the press and image building. It was a high profile job involving lot of exposure to media and publicity. As the PRO, he could build a good picture of DDA in the minds of the general public through advertisements, press conferences and television coverage highlighting the achievements of DDA in developing and constructing residential and commercial properties in and around Delhi. His new job in the Administrative wing as manager was essentially a desk job, working with files relating to the applicants registered for various housing projects coming up in North Delhi Area, under the name 'Rohini Scheme'.

Rakesh missed the routine of his old office and the people he had worked with. He had a private office now fully carpeted and air – conditioned, but he felt he really did not have the necessary background for the job. When he submitted his first report on the Robini Scheme to the Director of the project. The Director was nice enough, suggesting some changes that in fact meant that Rakesh had really got off the track. The Director said not to worry, "we all have to learn a new job". The more Rakesh thought about it, the more he wanted to go back to the old job. But he hesitated for fear that he would be branded a misfit by management and thus disqualified for any future promotions.

Questions :

- a. If you were Rakesh's boss, what could you do to rectify this situation? (10 Marks)
- b. Could this situation have been avoided altogether? (10 Marks)
