



PRESIDENCY UNIVERSITY

BENGALURU

Roll No.																			
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

End - Term Examinations - December 2025

Date: 22 - 12- 2025

Time: 09:30am - 12:30pm

School: SOM-PG	Program: MBA	
Course Code: MBA3009	Course Name: Talent Management	
Semester: III	Max Marks: 100	Weightage: 50%

CO - Levels	C01	C02	C03	C04	C05
Marks	25	25	25	25	NA

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks.

10Q x 3M=30M

1.	Discuss the role of talent management in creating long-term organizational success.	3 Marks	L2	C01
2.	Explain the ways in which talent management improves organizational competitiveness.	3 Marks	L2	C01
3.	Discuss the external scope of talent management in attracting and acquiring new talent.	3 Marks	L2	C01
4.	Explain the role of performance management as a process in talent management.	3 Marks	L2	C01
5.	Estimate the advantages of using internal sources for fulfilling talent needs.	3 Marks	L2	C01
6.	Explain the role of recruitment automation in organizational productivity.	3 Marks	L2	C02
7.	Discuss the need of Talent Relationship Management in building more engaged teams.	3 Marks	L2	C02

8.	Review the contribution of Employer Branding in maintaining value of the employers.	3 Marks	L2	CO2
9.	Discuss any two benefits linked with retention research in detail.	3 Marks	L2	CO2
10.	Explain the significance of Employee Focus Group.	3 Marks	L2	CO2

Part B

Answer the Questions.

Total Marks 40M

11.	Explain the key processes of Talent Management as essential systems that guide organizations in planning, acquiring, developing, and retaining employees, especially in a scenario where rapid technological disruptions demand continuous reskilling and structured career growth pathways.	10 Marks	L2	CO1
Or				
12.	Summarize how failure to manage talent effectively in global firms can influence retention and market position.	10 Marks	L2	CO1
13.	Explain the manner in which talent planning as an organizational practice ensures the alignment of workforce capacity with long-term business strategy, considering the various dimensions of demand forecasting and internal supply analysis.	10 Marks	L2	CO2
Or				
14.	Clarify how initiatives promoting work-life balance influence retention rates, especially among the younger workforce.	10 Marks	L2	CO2
15.	Aligning human resource with the overall business strategy is a critical element for the success of a company. This integration has become even more important in the wake of changing workforce demographics, globalization, and talent shortages. Illustrate the purpose of Talent Management Information System.	10 Marks	L3	CO3
Or				
16.	A talent management strategy is based on the understanding that if you provide the resources to do a job well, employees perform better. Interpret.	10 Marks	L3	CO3
17.	Performance appraisal serve to link the agreed-upon performance standards with compensation plan. Prepare a detailed plan with steps in developing a suitable rubric for the performance appraisal.	10 Marks	L3	CO4

Or					
18.		The Tech born business world is in constant, unpredictable change which is the new norm in the areas of Ed tech & Fin tech. The scenario demands that you avoid traditional approaches to management and leadership. Sketch a Competency Mapping plan to help these business organizations.	10 Marks	L3	CO4

Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	Case Study	<p>Tata Consultancy Services (TCS) is a global leader in IT services, consulting, and business solutions. As part of the Tata Group, TCS has collaborated with major corporations for over fifty years, delivering transformation through innovative business and technology solutions. It is one of the world's most valuable IT service brands and a preferred employer for engineering graduates globally. TCS attracts talent using diverse recruitment strategies such as social media, gaming platforms, and digital assessments to ensure it recruits the best candidates.</p> <p>Talent Acquisition Processes</p> <p>TCS follows a comprehensive and inclusive approach to talent acquisition, ensuring the right talent is hired at the right time through a mix of campus and lateral recruitment. The company's strategy includes four major components—National Qualifier Test (NQT), Academic Interface Program, Campus Commune, and Gamified Hiring—each playing a critical role in identifying and nurturing top talent.</p> <p>1. TCS National Qualifier Test (NQT): Introduced in 2019, NQT is a nationwide online test conducted through TCS iON™, aimed at identifying candidates beyond college campuses. It allows equal opportunity for students from across India to join the TCS talent ecosystem. Successful candidates proceed to an online video interview, reducing costs and increasing reach. Over 3,36,000 students from 2,500 colleges have participated, making it one of the largest digital recruitment initiatives in India.</p> <p>2. Academic Interface Program: TCS collaborates with academic institutions to align education with industry requirements. Through continuous engagement with colleges, the company contributes to enhancing curricula, training faculty, and developing employable graduates. These collaborations help students and educators stay aligned with</p>	15 Marks	L3	CO3
------------	-------------------	---	-----------------	-----------	------------

evolving industry needs, ensuring a steady inflow of well-prepared talent.

3. **Campus Commune:**
The “Campus Commune” portal connects students and helps them prepare for life at TCS. It promotes collaboration and learning through webinars, expert blogs, and competitions such as CodeVita, EngiNx, and GameOn, which identify and recruit exceptional talent. Over 2.3 million students are part of this online community, demonstrating TCS’s strong engagement with the student ecosystem.

Talent Development Methods

TCS places equal emphasis on developing existing talent. Its talent development framework includes Initial Learning Programme (ILP), Continuous Learning Programme (CLP), Leadership Development Programme (LDP), and Cultural and Language Initiatives (CLI).

- ILP enables fresh recruits to transition smoothly from academia to the corporate world through blended learning platforms like iON™, iQlass™, and iEvolve™, offering interactive and competency-based training.
- CLP focuses on reskilling employees to keep pace with technological advancements and client requirements, promoting continuous professional growth.
- LDP builds future leaders through customized training and global coaching partnerships. It includes initiatives for women’s leadership development and diversity enhancement.
- CLI promotes cultural awareness and communication skills essential for TCS’s global workforce.

TCS’s employee-centric “pull” model of learning encourages self-driven development, supported by digital infrastructure and mentoring. This approach fosters a culture of lifelong learning, adaptability, and innovation.

Talent Diversity and Inclusion

Diversity is central to TCS’s talent strategy. The company is an equal opportunity employer that values differences in gender, culture, and background. It runs specialized initiatives to support women, including leadership programs, extended leave policies, and flexible work options. TCS operates an all-women IT and business process center in Riyadh, Saudi Arabia, employing 1,000 women—85% of them local hires.

	<p>Through initiatives such as Be-Inspired, nWin, and Workplace Parents Group, TCS promotes inclusivity and work-life balance. Its diversity-driven hiring and development programs enhance performance, innovation, and organizational growth.</p> <p>Questions:</p> <p>a. Illustrate the TCS's effective talent management processes and talent development methods for effective talent management. (8 Marks)</p> <p>b. Interpret the components that play a vital role in acquiring the best talent by giving equal opportunity to all the candidates seeking to be associated with TCS. (7 Marks)</p>			
--	---	--	--	--

20.	<p style="text-align: center;">Case Study</p> <p>Hindustan Unilever Limited (HUL), one of India's most respected consumer goods companies, has built its success on strong leadership, customer-centric innovation, and a robust competency-based talent management system. In 2019, HUL implemented an advanced Competency Mapping and Assessment Framework to enhance the alignment between individual capabilities and business outcomes.</p> <p>The framework identified three tiers of competencies: core competencies (customer focus, teamwork, integrity), functional competencies (marketing analytics, supply chain management, product innovation), and leadership competencies (strategic thinking, adaptability, and people management).</p> <p>HUL employed a blend of assessment techniques such as 360-degree feedback, assessment centers, psychometric testing, and behavioral event interviews. The goal was not merely to evaluate past performance but to predict future potential. Each manager's development plan was derived from their competency profile, identifying gaps that were addressed through structured learning modules and coaching sessions.</p> <p>Technology played a crucial role, with AI-driven analytics providing personalized development insights. The system enabled talent mobility across divisions, ensuring the right talent was deployed where it could make the most strategic impact.</p> <p>HUL's competency mapping not only improved internal promotions and succession planning but also enhanced retention by offering transparent growth pathways. The</p>	15 Marks	L3	CO4
-----	---	----------	----	-----

	<p>company reported a 15% improvement in leadership readiness within two years.</p> <p>Questions:</p> <p>a. Interpret HUL's competency mapping data applying to create personalized development plans for mid-career managers. (8 Marks)</p> <p>b. Illustrate the practical advantages HUL gains by applying competency mapping in a dynamic market context. (7 Marks)</p>			
--	---	--	--	--