PRESIDENCY UNIVERSITY
BENGALURU

SET A

SCHOOL OF MANAGEMENT
END TERM EXAMINATION - JAN 2024

Semester : Semester III - 2022
Course Code : MBA3009
Course Name : Talent Management
Program : MBA

Date : 11-JAN-2024
Time : 10:00AM - 1:00 PM
Max Marks : 100
Weightage : 50%

Instructions:
(i) Read all questions carefully and answer accordingly.
(ii) Question paper consists of 3 parts.
(iii) Scientific and non-programmable calculator are permitted.
(iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE QUESTIONS   **10 X 3M = 30M**

1. According to Gallup " Companies that increase their number of talented managers and double the rate of engaged employees achieve, on average, 147% higher earnings per share than their competition ". State the importance of employee engagement in talent management.

    (CO1) [Knowledge]

2. "According to Talent Board's recent survey, 79% of companies plan to buy technology that helps remove bias from the application and candidate screening processes". State the importance of DEI (Diversity, Equity, and Inclusion) in Talent Management.

    (CO1) [Knowledge]

3. " Netflix's careers page starts with the simple heading: *A great workplace combines exceptional colleagues and hard problems.* From there, their careers page is quite extensive. Leading into a thorough page about culture, company history, as well employee stories". Describe the alignment between employer branding and talent management.

    (CO1) [Knowledge]

4. Steve Jobs said "I've learned over the years that, when you have really good people, you don't have to baby them. By expecting them to do great things, you can get them to do great things".Describe internal and external resources and constraints that impact talent planning decisions.

    (CO2) [Knowledge]

5. Standard recruitment practices have long been the cornerstone of talent acquisition, relying heavily on traditional methods , whereas modern recruitment embraces technological advancements. List out the differences between traditional recruitment methods and modern talent acquisition solutions.

    (CO2) [Knowledge]

6. in a McKinsey survey, 99 percent of respondents who reported their company's talent management was very effective said they outperform their competitors, compared with 56 percent of all other respondents. Describe the significance of talent planning in organizational success.

    (CO2) [Knowledge]

7. Employee retention "directly influences customer satisfaction, organizational knowledge and overall business health.". List out some plans for retaining employees

(CO2) [Knowledge]

8. " HR analytics is a data-driven approach toward Human Resources Management". Describe its contribution to talent development.

(CO3) [Knowledge]

9. " A talent management strategy is a formal plan to hire, develop, and keep employees. Ideally, this is guided by data, and customized to the company's needs ". List out the five steps to developing a talent management information strategy.

(CO3) [Knowledge]

10. "Competency mapping is a process that helps in identifying and analyzing the specific skill set, knowledge, abilities, and behaviors needed to perform a specific job effectively". Relate this to career progression and succession planning.

(CO4) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS   6 X 7M = 42M

11. Many HR departments lack the statistical and analytical skills to work with large datasets. Different management and reporting systems within the organization can make it difficult to aggregate and compare data. Access to quality data can be an issue for some organizations that do not have up-to-date systems. Discuss.

(CO3) [Comprehension]

12. Often companies bit off more than they can chew and end up getting stuck in HR analytics projects that are too large to manage. These analytics projects can take years before they are completed, cost tremendous amounts of money, and produce results that are not relevant anymore. Express your agreement or disagreement with this statement with relevant examples

(CO3) [Comprehension]

13. Usually, management games especially team games create a party like ambience and push people into their child ego states. Participants often call each other by names and indulge into counterproductive activities during management games. Many business leaders even accuse engaging into these tasks as counterproductive. Discuss if you have a team that holds such attitudes about management games, should you discount or waive off these exercises even if they make promise value in assessment techniques.

(CO3) [Comprehension]

14. " Assessment is the process of obtaining data from a variety of sources to have a better knowledge of people. The assessment method makes use of valid and reliable standardized assessment tools. In the sphere of competency mapping format, the range of evaluation instruments and their applications is broad".Discuss some of the assessment techniques used by organizations while mapping the competencies.

(CO4) [Comprehension]

15. In a new McKinsey Global Survey on future workforce needs, nearly nine in ten executives and managers say their organizations either face skill gaps already or expect gaps to develop within the next five years. Discuss some of the trends, companies embrace to fill these gaps.

(CO4) [Comprehension]

16. "We will hire someone with less experience, less education, and less expertise than someone who has more of those things and has a rotten attitude. Because we can train people. We can teach people how to lead. We can teach people how to provide customer service. But we can't change their DNA"". Discuss by applying ASK model.

(CO4) [Comprehension]

ANSWER ALL THE QUESTIONS   **2 X 14M = 28M**

17. ABS is a well-known name in the academic writing industry from past 12 years. It is based in Noida and offers academic content writing jobs for freelancers and full-timers. Co holds a good market share. It operates from Kolkata and Jaipur. The Kolkata branch being the oldest among the two. However, lots of challenges have been faced by the Kolkata branch post the covid-19 pandemic related to talent management. One of the main issues faced by the Talent Manager is "NO-SHOW". Although they have tie-ups with different B-schools and they shortlist freshers in bulk, not all candidates turn up on the first day. There are several reasons behind the same such as- getting offer letter from other companies at the same time, inability to understand the job role or lack of knowledge related to academic content writing, company's brand name as compared to others, medical emergencies, poor candidate experience during the hiring process and similar others. The CEO wants to overhaul the hiring process and appointed you as a consultant to introduce appropriate assessment techniques in the Talent acquisition process.

Questions

1. Prepare a plan identifying two suitable assessment techniques which take care of future directions in talent management in detail. (14 Marks)

(CO3) [Application]

18. Competencies of employees give Nestle its Business Advantage
While Nestle surely realises the importance of developing the competencies of employees for overall talent development, at present, they do not have a competency framework in place. Sivasankar, COO Nestle says " We surely would like to develop a competency model in the future. Since Nestle is a young organization it is possible for the senior leaders to help the team interpret certain competencies in the right way but as the company grows larger, a competency dictionary would be rather helpful. This is necessary so that we all interpret the competencies in the same way and not the way each one would like . Standardization of competencies will be useful for measuring competencies and then developing them. We are right now developing our HR processes and we will definitely imbibe this system into our fold". In order to develop the competencies of workforce, Nestle believes in continuous training. Apart from the induction training they constantly train their sales executives on themes such as managing customers, managing efficiency and its employees. Recently Nestle arranged a Seminar for about 25 Nestle employees from all over the world for a full day intervention on " Keeping yourself happy". The facilitator chosen was internationally a play group teacher from tiny tots who spends her time with young kids. Nestle senior leaders wanted this facilitator's enthusiasm, zest for life, positive energy and overall chirpy and bubbly attitude to rub off to Nestle team. She also used popular fun way methods of learning such as Birdie game, the carpet game etc. The carpet game was well received by the Nestle's members in literally holding on to each other as the carpet size diminished after every stage of the game . Currently Nestle is also exploring a possibility of series of learning interventions through a retired GM of NABARD who specialises in employee coaching and training.

Questions
1.   Prepare few guidelines on how can Nestle go about its competency model. (7 Marks)
2.   Apart from training programme, apply some other ways of developing competencies of employees.(7 Marks)

(CO4) [Application]