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**PRESIDENCY UNIVERSITY
BENGALURU**

**SCHOOL OF MANAGEMENT
MID TERM EXAMINATION - NOV 2023**

Semester : Semester III - 2022

Course Code : MBA3009

Course Name : Sem III - MBA3009 - Talent Management

Program : MBA

Date : 6-NOV-2023

Time : 2:00PM - 3:30PM

Max Marks : 50

Weightage : 25%

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

(5 X 2 = 10M)

1. Outline the key processes applied for the management of talent by organizations. (CO1) [Knowledge]
2. Outline the importance of aligning Talent Management with an organization's strategic goals. (CO1) [Knowledge]
3. List different recruitment sources and their advantages. (CO1) [Knowledge]
4. Identify various elements of talent acquisition and their role in organizational success. (CO2) [Knowledge]
5. Describe how organisations align their goals with their workforce. (CO2) [Knowledge]

PART B

ANSWER ALL THE QUESTIONS

(3 X 6 = 18M)

6. Discuss the ways do you think flexible working promotes a talent management culture in an organization. (CO1) [Comprehension]
7. Social media recruiting hasn't fully replaced job boards, advertising on corporate websites and other conventional recruitment methods; rather, it is augmenting them. Express your agreement or disagreement with this statement with relevant examples. (CO2) [Comprehension]

8. Discuss the role of recruitment automation in organizational productivity with an example from industry in detail.

(CO2) [Comprehension]

PART C

ANSWER THE FOLLOWING QUESTION

(2 X 11 = 22M)

9. The Predictive Potential of Assessment at Polaris

A leading global manufacturer of motorcycles, snowmobiles, and all-terrain vehicles, Polaris offers products and services in 120+ countries and has more than 18,000 employees. Over the past decade, after acquiring nearly two dozen new brands, Polaris sales more than quadrupled, placing greater pressure on the company to find the right mix of early career employees. Over the last ten years, Polaris has been incorporating assessments into its hiring approach. "These additional datapoints help us to understand a person's likelihood of success within the role and their development areas upon joining," said Joe Wollan, Director of Talent Acquisition. Still the company was committed to establishing a more robust, role-specific assessment strategy. As part of this evolution, Polaris identified five different role-specific job families, listing the success requirements for each, to create a more customized assessment approach for each family. As a result, the company has been able to predict more efficiently and accurately who will be most successful. As Wollan explained, these were not simply tactical improvements, but rather an upgrade of Polaris' entire hiring process. "We worked every step of the way, in terms of how we were preparing materials and delivery, as well as educating our recruiting team, HR business partners, and senior leadership about the predictive potential of this approach."

Question

Illustrate some of the building blocks of the talent management system with reference to this case.

(CO1) [Application]

- 10.

Mr. Rakesh was promoted as the manager with mixed feelings. He was proud of having his work being recognized but he had some doubts as to how he would like the new work. He was earlier a PRO, With Bangalore Development Authority it 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 media and publicity. As the PRO, he could build a good picture of BDA in the minds of general public through advertisements, press conferences, television coverage highlighting the achievements of BDA in developing and constructing residential and commercial properties. His new job was a desk job working with files relating to the applicants registered for various housing projects coming up in the North Bangalore area named "Kaveri Scheme". Sunil missed the routine of his old office and the people he had worked with. He now had a private office with air conditioner and carpet. But he felt incomplete. He thought he did not have the team to go ahead. When he submitted the first report of "Kaveri Scheme" to his director he got some changes. The Director was a nice human being, he suggested Sunil that, "We all need to learn our new work". The more Sunil thought about it he wanted to go to the old office. But he hesitated as he would be considered misfit and disqualified for any promotion in the future.

Question:

Interpret the role of organizations in retaining and engaging the workforce with reference to this case.

(CO2) [Application]