



IV Semester M.B.A. (Day and Eve.) Examination, Nov./Dec. 2023  
(CBCS) (2022-23 and Onwards)

MANAGEMENT

4.4.3 : Talent and Knowledge Management  
(Human Resources)

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** out of the following questions. **Each** question carries **5** marks :  
(5×5=25)

1. Explain the concept of the talent value chain and its components.
2. Discuss the strategies that organizations can implement to attract and retain top talent.
3. Explain the benefits and challenges associated with implementing a TMS.
4. How can organizations ensure a value-driven cost structure in talent management ?
5. Explain the key components of ROT measurements.
6. What are the different types of knowledge and how are they classified ?
7. How do senior executives view the importance of talent management in their organizations ?

SECTION – B

Answer **any three** out of the following questions. **Each** question carries **10** marks :  
(3×10=30)

8. Explain the role of talent in driving the new economy and how does it differ from knowledge workers ?
9. Discuss modern practices in talent attraction, selection, retention and engagement.
10. Briefly explain the key steps in the succession management process.
11. Explain the metrics and audit processes involved in knowledge management.



## SECTION – C

## 12. CASE STUDY (Compulsory question) :

(1×15=15)

In a rapidly growing tech startup, XYZ Inc., the implementation of a Talent Management System (TMS) proved to be a transformative step. Facing fierce competition in attracting top talent, XYZ Inc. recognized the need for a systematic approach to talent management. They adopted a comprehensive TMS that encompassed competencies, performance management, and employee potential evaluation. This system allowed XYZ Inc. to identify and nurture high-potential employees more effectively. With a strong emphasis on engagement and retention, the TMS incorporated modern practices such as flexible work arrangements, continuous feedback, and personalized development plans. Over the course of a year, the company saw a significant reduction in turnover rates and an increase in employee satisfaction. However, challenges emerged in ensuring data privacy within the TMS and adapting to evolving workforce trends.

**Questions :**

- a) How did the implementation of the Talent Management System (TMS) contribute to reducing turnover rates at XYZ Inc. ? What were the key factors that led to this improvement ?
- b) What role did modern practices such as flexible work arrangements and personalized development plans play in enhancing employee engagement and satisfaction within the organization ?
- c) Can you identify and discuss the specific challenges that XYZ Inc. faced while integrating the TMS into their workforce, especially in terms of data privacy and adapting to changing workforce dynamics ?