

Faculty of Management Studies

End Semester Examination May 2025

MS5OE19 Talent & Knowledge Management

Programme	:	MBA	Branch/Specialisation	:	-
Duration	:	3 hours	Maximum Marks	:	60

Note: All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.
 Notations and symbols have their usual meaning.

Section 1 (Answer all question(s))				Marks CO BL
Q1. How does talent management provide a sustainable competitive advantage to a firm?				1 1 1
<input type="radio"/> By ensuring high employee turnover <input type="radio"/> By reducing investment in employee training		<input checked="" type="radio"/> By developing a highly skilled and motivated workforce <input type="radio"/> By ignoring employee engagement		
Q2. Which of the following is not a strategy to fill the talent gap?				1 1 1
<input type="radio"/> Internal training and development programs <input type="radio"/> Hiring new talent from external sources		<input checked="" type="radio"/> Ignoring employee career growth <input type="radio"/> Upskilling and reskilling existing employees		
Q3. What is the first step in the talent acquisition process?				1 2 2
<input type="radio"/> Conducting interviews <input checked="" type="radio"/> Defining talent needs and workforce planning		<input type="radio"/> Selecting the final candidates <input type="radio"/> Giving employee benefits		
Q4. What is job analysis?				1 2 1
<input type="radio"/> A process of tracking employee attendance <input type="radio"/> The process of firing non-performing employees		<input type="radio"/> A way to measure employee satisfaction <input checked="" type="radio"/> The method of evaluating a job's responsibilities, skills, and requirements		
Q5. What is the first step in the employee engagement process?				1 3 1
<input type="radio"/> Measuring employee satisfaction <input type="radio"/> Giving rewards and recognition		<input checked="" type="radio"/> Defining engagement goals and strategies <input type="radio"/> Conducting exit interviews		
Q6. Why is succession planning important in talent development?				1 3 2
<input checked="" type="radio"/> It helps prepare future leaders for critical roles <input type="radio"/> It focuses only on external recruitment		<input type="radio"/> It increases employee turnover <input type="radio"/> It eliminates the need for training programs		
Q7. What is the primary goal of career planning?				1 3 2
<input checked="" type="radio"/> To help employees set career goals and grow within the organization <input type="radio"/> To reduce training opportunities		<input type="radio"/> To force employees into specific roles <input type="radio"/> To increase voluntary turnover		
Q8. Which of the following is a key factor in measuring ROI on talent management?				1 4 2
<input type="radio"/> The total number of employees hired <input type="radio"/> The number of disciplinary actions taken		<input type="radio"/> The number of job applications received <input checked="" type="radio"/> Employee productivity and retention rates		
Q9. How has technology impacted talent management in the digital era?				1 5 2
<input type="radio"/> It has eliminated the need for recruitment <input checked="" type="radio"/> It has improved HR analytics and decision-making		<input type="radio"/> It has reduced employee engagement <input type="radio"/> It has made training and development less effective		

Q10. What is one major current trend in talent management?

1 5 1

- Removing employee development programs
- Remote work and flexible job arrangements
- Hiring employees only on a temporary basis
- Avoiding workforce diversity

Section 2 (Answer all question(s))

Marks CO BL

Q11. What are the objectives of talent management?

2 1 1

Rubric	Marks
The key objectives of Talent Management include: <ul style="list-style-type: none"> • Attracting top talent to the organization. • Developing employee skills and competencies. • Retaining high-performing employees. • Enhancing employee engagement and job satisfaction. 	2

Q12. (a) How is talent management different from knowledge management? (any six points)

6 2 1

Rubric	Marks
Talent Management Focuses on people and their skills. Focuses on information and knowledge sharing. Includes hiring, training, and retention. Involves knowledge capture, storage, and application. Develops employees through learning programs. Enables employees to use existing knowledge effectively. (1*6)	6

(OR)

(b) What are the stages of the knowledge management cycle? Explain each stage.

Rubric	Marks
The Knowledge Management Cycle consists of: <ol style="list-style-type: none"> 1. Knowledge Creation: Generating new insights and ideas. 2. Knowledge Storage & Organization: Recording and structuring information. 3. Knowledge Sharing: Distributing knowledge across teams. 4. Knowledge Application: Using knowledge for decision-making and problem-solving. (1.5 * 4) 	6

Section 3 (Answer all question(s))

Marks CO BL

Q13. What is job analysis? Why is it important?

2 3 1

Rubric	Marks
Job Analysis is the process of gathering and evaluating information about a job role, including duties, responsibilities, and required skills. It is important because: <ul style="list-style-type: none"> • It helps in preparing Job Descriptions and Specifications. • It improves hiring decisions by matching candidates with the right roles. • It ensures fair compensation and performance evaluation. 	2

Q14. (a) What is the process of talent acquisition? Explain each step with an example.

6 3 2

Rubric	Marks
<p>The Talent Acquisition Process includes:</p> <ol style="list-style-type: none"> 1. Workforce Planning: Identifying current and future hiring needs. 2. Sourcing Candidates: Using job portals, social media, and referrals. 3. Screening and Assessment: Conducting tests and interviews. 4. Selection and Hiring: Choosing the best candidate based on skills and organizational fit. 5. Onboarding and Integration: Ensuring smooth transition and engagement. 	6

(OR)

(b) What is the difference between job description and job specification?

Rubric	Marks
<p>Job Description A document that outlines the duties, responsibilities, and working conditions of a job.</p> <p>Job Specification Lists the qualifications, skills, and experience required for the job.</p> <p>Focuses on what a job entails.</p> <p>Focuses on who is suitable for the job.</p> <p>Example: "Manage customer queries and complaints."</p> <p>Example: "Minimum 2 years of experience in customer service."</p>	6

Section 4 (Answer all question(s))

Marks CO BL

2 4 1

Q15. Define employee engagement.

Rubric	Marks
<p>Employee Engagement refers to the emotional commitment an employee has toward their organization and its goals. Engaged employees are motivated, productive, and willing to go the extra mile to contribute to the company's success.</p>	2

Q16. (a) What are the steps in the talent development process? Explain each step.

6 4 2

Rubric	Marks
<ol style="list-style-type: none"> 1. Identify Talent Needs: Analyze skill gaps in the organization. 2. Conduct Training Needs Analysis: Assess employee strengths and weaknesses. 3. Develop Training Programs: Implement skill-building sessions and mentorship. 4. Provide Learning Opportunities: Encourage certifications and workshops. 5. Monitor and Evaluate Progress: Assess improvement through performance reviews. 6. Career Path Planning: Help employees transition into leadership roles. 	6

(OR)

(b) What is competency development? How do organizations develop leadership talent?

Rubric	Marks
<p>Competency Development focuses on enhancing employees' skills, behaviors, and abilities required for effective job performance.</p> <p>Key Areas of Competency Development:</p> <ul style="list-style-type: none"> • Technical Skills: Job-specific expertise. • Soft Skills: Communication, leadership, teamwork. • Problem-Solving Abilities: Decision-making and strategic thinking. (2+4)" 	6

Section 5 (Answer all question(s))

Marks CO BL

2 4 1

Q17. What are employee retention programs?

Rubric	Marks
<p>Employee Retention Programs are strategic initiatives aimed at keeping valuable employees engaged and committed to the organization.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Training and Development Programs: Skill-building sessions and mentorship. • Competitive Compensation and Benefits: Bonuses, health insurance, and perks. 2 	2

Rubric	Marks
<p>Career Planning & Development is a process where employees and organizations work together to set career goals, provide skill development opportunities, and ensure career progression.</p> <p>Importance in Retention:</p> <ul style="list-style-type: none"> • Employees feel valued and engaged in their roles. • Reduces turnover by providing clear career paths. • Boosts morale and motivation to stay within the company. • Encourages continuous learning and skill enhancement. <p>(2+4)</p>	6

(OR)

- (b) Explain the SMR Model (Satisfy, Motivate, Reward) in employee retention, with examples.

Rubric	Marks
<p>The SMR Model focuses on three key elements to retain employees:</p> <ol style="list-style-type: none"> 1. Satisfy – Ensure job satisfaction through a good work environment, fair policies, and work-life balance. 2. Motivate – Encourage employees with career growth opportunities, recognition, and meaningful work. 3. Reward – Provide financial and non-financial rewards like salary hikes, bonuses, and benefits. <p>By implementing this model, organizations can reduce turnover and improve employee commitment.</p>	6

Section 6 (Answer all question(s))

- Q19. What are the key challenges in talent management? (any two)

Marks CO BL
2 5 2

Rubric	Marks
<p>Talent Management faces several challenges in today's dynamic business environment.</p> <p>Key Challenges:</p> <ol style="list-style-type: none"> 1. Talent Shortage: Finding skilled professionals is difficult. 2. High Employee Turnover: Retaining top talent is a challenge. 3. Skill Gaps: Mismatch between industry needs and employee skills. 4. Changing Workforce Expectations: Demand for flexibility, work-life balance, and career growth. (1+1) 5. 	2

Rubric	Marks
To overcome these challenges, organizations can implement the following strategies: 1. Effective Workforce Planning: Forecast future talent needs. 2. Continuous Learning & Development: Upskilling employees to bridge skill gaps. 3. Employer Branding: Position the company as a great place to work. 4. Personalized Employee Experience: Flexible work options, career growth. 5. Diversity and Inclusion Programs: Promote equal opportunities. 6. AI-Driven Recruitment: Use data analytics for better hiring decisions. 7. Strong Retention Policies: Competitive compensation, career progression.	6

(OR)

- (b) What is a Human Resource Information System (HRIS)? What are its benefits?

Rubric	Marks
HRIS is a digital system that manages employee data, payroll, recruitment, and performance tracking. Benefits of HRIS: 1. Efficient HR Operations: Automates administrative tasks. 2. Accurate Data Management: Reduces manual errors. 3. Improved Decision-Making: Data-driven workforce planning. 4. Enhanced Employee Experience: Self-service portals for employees. 5. Compliance & Risk Management: Ensures legal and regulatory adherence.	6

Section 7 (Answer all question(s))

Marks CO BL

- Q21. Tech Vision Inc., a fast-growing IT company, faced challenges in hiring skilled software developers. The company used traditional recruitment methods, which resulted in long hiring cycles and high rejection rates. To overcome this, Tech Vision adopted AI-powered recruitment tools, conducted job analysis, and developed structured job descriptions. They also implemented assessment centers and behavioral interviews to improve selection accuracy. Despite these efforts, the company still faced high offer rejections and difficulties in retaining new hires.

10 3 4

Questions:

- (i) What were the key challenges Tech Vision Inc. faced in its talent acquisition process?
- (ii) How can AI-powered recruitment tools improve hiring efficiency?
- (iii) What role does job analysis play in improving talent acquisition?
- (iv) Suggest strategies to reduce offer rejections and enhance employee retention.

Rubric	Marks
Each questions carry 2 marks	10
