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## Fourth Semester MBA Degree Examination, June/July 2019 Strategic Talent Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.  
2. Question No. 8 is compulsory.**

- 1 a. What is Return On Talent (ROT)? (02 Marks)
- b. Differentiate between Declarative Knowledge and Procedural Knowledge. (06 Marks)
- c. What are competencies? Highlight the steps in competency mapping? (08 Marks)
  
- 2 a. What are Assessment Centres? (02 Marks)
- b. Design a competency model for H.R. Head. (06 Marks)
- c. What is employee retention in organization and how can this be achieved? (08 Marks)
  
- 3 a. What is BEI? (02 Marks)
- b. Discuss the approaches to measure performance. (06 Marks)
- c. Define Talent Management. Discuss the building blocks of TM. (08 Marks)
  
- 4 a. Define the term contextual performance. (02 Marks)
- b. Write short notes on:
  - i) 360° degree feedback. (06 Marks)
  - ii) Critical Incident Technique. (08 Marks)
- c. Elaborate the various methods of validating a competency model. (08 Marks)
  
- 5 a. What is employee retention? (02 Marks)
- b. Competencies support career development. – Justify. (06 Marks)
- c. Define succession planning. Highlight the steps in designing a succession planning programme. (08 Marks)
  
- 6 a. What is competency profiling? (02 Marks)
- b. Discuss the essential elements of an assessment centre. (06 Marks)
- c. Elucidate the People Capability Maturity Model (P-CMM). (08 Marks)
  
- 7 a. What is Talent Development Budget (TDB)? (02 Marks)
- b. Briefly highlight the different types of competencies. (06 Marks)
- c. Define Balanced Scorecard. Explain the benefits of implementing a balanced scorecard for an organization. (08 Marks)

**8 Case Study:**

Guardian Angels Logistic Ltd.

Guardian Angels Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centres and over 250 employees spread across South and Central India.

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.



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The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers. Supervised by senior HR and Operations Managers from the HQ at Bengaluru. The 15 members strong core team has a bi-annual performance appraisal system.

In this system, the performance of the core manager are evaluated and rated and the manager with top rating is given incentives or other perks for a period of 6 months, after which the rating are reevaluated. The rating criterions are kept confidentially and are done by the senior managers. The practice has been highly successful so far with managers having a healthy competition to secure the incentives.

Devyani and Kishore are part of the core management team Devyani has been the part of company for a year and has been having an impeccable record since beginning of the year, with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings, which she lost by meager margins in the previous year.

Kishore on the other hand, is a newly recruited, 'not-so-perfect' employee, with multiple late entries, some flaws in handling routine affairs. His position in the performance rating has been behind that of Devyani. However, Kishore handled some crisis situations (when there was unexpected happening such as accidents and other emergencies) meticulously and has saved the company from almost sure negative fates. This improved his ratings multifold. When the performance appraisal ratings were announced, Kishore bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devyani.

"I was here everyday without fail and has given so much for the company. Yet they think some lazy fellow deserves better than me. May be, this is because I am a women! I cannot continue here anymore, I am leaving!"

Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

**Questions:**

- a. Assuming the position of senior HR Manager, supervising the Core Management Team, how would you handle the situation? (08 Marks)
- b. What do you think is the problem in the company? What are changes would you suggest? (08 Marks)

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