



IV Semester M.B.A. Degree Examination, July 2018

(CBCS Scheme)

MANAGEMENT

4.4.3 : Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Explain the modern practices of talent retention in IT sector.
2. Explain the process of designing and building a talent reservoir.
3. Why should knowledge management be integrated with the organization's strategic business plan ?
4. Distinguish between knowledge portals and information portals.
5. Examine the institutional strategies for dealing with talent management.
6. Describe the role of leaders in Talent Management.
7. What is competency mapping ? Explain the approaches to competency mapping.

SECTION – B

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

8. Discuss the role and relevance of internet search engines and knowledge management practices.
9. Describe the process of developing a Talent Management information system.
10. What is knowledge creation ? Explain Nonaka's model of knowledge creation and transformation.
11. What are the features of a Knowledge Intensive Firm ? Suggest some measures for creating a learning environment for knowledge gaining.



SECTION – C

12. Compulsory Case Study :

(1×15=15)

A PVC floor tile manufacturing company was manufacturing flooring tiles in different textures and colours. However, all the colours were on the dark side. Many enquires started coming in lighter colours. Some of the company's corporate customers started insisting on light coloured flooring tiles. After a careful analysis of the market potential for light coloured tiles, the company decided to get acquire the necessary technology for the same. Technical Director of the company went around the world and identified one useful technology. Tiles in different light colour shades were procured.

The company showcased them at a marketing conference arranged for the purpose. Market response was good. Negotiations were completed in a record time. Company's technical director and one of the senior production engineers for deputed for in-plant training at collaborator's place. The plant was erected.

Trials were taken up. Flooring tiles in different bright colours were produced. The product was released into the market. Market response was again highly encouraging. Several metric tonnes of the product were manufactured and released to the market. The company was happy that it successfully introduced a new range of products with high market potential.

In less than a couple of months, a volley of complaints started pouring from all the market segments. All the markets had one complaint, namely, the tiles would become ugly in a short span of usage cycle. Market stopped lifting new product. The company had to stop the manufacturing the new product. Technical director was again rushed to the collaborator's place for detailed investigation. Tiles from different batches of production were sent to collaborative place. After the detailed analysis, the company had no other option; other than to re-declare that there was nothing wrong with the technology and the problem lies with usage conditions.

Puzzled with the situation, the company puts its development technologist to investigate the causes for failure of tiles in the Indian market. Dr. Murthy joined the company as a senior development officer. Fortunately for him, the company's dark coloured tiles were available for comparison. The one that didn't generate complaints had a washed natural filler, whereas the other formula which was rejected by the market had a processed synthetic filler or semi-processed natural filler.



One had a plate like structure and the other one had a needle like structure. He next started examining tiles under electron scanning microscopes. Both the tiles exhibited intermolecular craters. No conclusion could be drawn. He then switched over to high resolution microscopes for examining the tile surface.

New formulas exhibited intermolecular craters and the another one showed smooth surface at similar magnification. Intermolecular craters behaved as charge traps to hold static dust permanently to make the tile look ugly. The puzzle had been solved.

What needed was the addition of a charge equalizer or a charge distributor. However, the high cost of charge distributor did not make the product competitive. The project was permanently abandoned.

Questions :

- a) What are the various knowledge elements responsible for product failure in Indian markets ?
- b) Which knowledge management principles get highlighted in this case ?

SECTION - B

(2x10=20)