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IV Semester M.B.A. (Day) Degree Examination, October - 2021

MANAGEMENT

Talent and Knowledge Management

(CBCS Scheme 2014-15 Onwards, Repeaters)

Paper : 4.4.3

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any **FIVE** questions, each carries **5** marks.

(5×5=25)

1. Distinguish between Talent and Knowledge workers.
2. Discuss the emerging trends in Talent Management.
3. What is succession planning? Discuss its significance from Talent Management perspective.
4. What is KM audit? What are some of the key metrics used to measure KM implementation.
5. Psychometrics can improve employee effectiveness in an organization. Sustainiate.
6. What is Return on talent(ROT) and Why is it important to measure it?
7. Explain Talent Value chain in brief.

SECTION - B

Answer any **THREE** questions, each carries **10** marks.

(3×10=30)

8. Elucidate the benefits and challenges of implementing a knowledge Management System.
9. Explain the importance of establishing a Talent development budget (TDB). What aspects should the TDB account for?
10. Outline the key elements of Knowledge management framework.
11. Discuss some of the best practices in Talent Management with examples from the Industry.

[P.T.O.]



SECTION - C

12. Compulsory Question.

(1×15=15)

Whaker Chemicals is a well-known name in the chemical industry from past 42 years. They hold a good market share and also involved in manufacturing various chemicals which is used in various industries like FMCG, pharma, Pesticides, Leather and various other industries. Hence Whaker is having 2big plants, namely Alpha and Gamma, for the manufacturing of chemicals. Alpha being the parent plant and Gamma being started 10 years back.

Vijay is an young, dynamic and committed employee in the accounts department of Gamma plant. Vijay is working with Whaker Chemicals from more than 6 years. He is an MBA finance graduate, with versatile knowledge in Finance. Moreover, his committed nature was never a question and known for that, almost in the entire plant.

However Vijay always looks forward for a transfer to the parent Plant Alpha as he feels he can get so much to learn there. Vijay is applying for the same from last 3 years. Every time he use to wait eagerly for the transfer list which usually displayed in July 1st of every year.

Eventually his name was not there in the list all the time. First two times he didn't took it seriously and waited for another chance. Subsequently when his application rejected for the third time he was absolutely disturbed.

Finally he decided that its time to speak with the HR team. He took an appointment where in during the meeting Mr. Sudan head HR, Ms. Kavery head Finance both were present. Curious Vijay directly started with the question "Why my name is not there in the transfer list"? "I want to know the reason for the rejection of my application." Even though there is no difference in compensation and benefits he still always wanted to be there.

Undoubtedly, both Sudan and Kavery were shocked by the tone and reaction of Vijay. Still they maintained the temper and tried to be cool. Kavery started "Vijay, You are one of the best performing employee in the department. You and David, your own classmate, Joined the organisation together. Still you got many training and opportunity for various courses than him, can you deny the fact."

Vijaya, actually got understood that he is privileged still he maintained the furious anger and said, "Yes it very true, but the fact is he got transfer in his second application. Now he is in Alpha and I am still here."



Sudan started, "But, Vijay why you apply for the transfer every year, the compensation, benefits, timing, culture everything is same in both the plants." There prevailed an absolute silence. Vijay broke the silence, "All are same, but the finance department is big there with lot many employees. I can perform more, I can shine more." Kavery diverted the issue and said that she will consider the next year.

The very next day, Sudan received Vijay's resignation letter.

Question:

- 1) If you were Kaveri, what would be your stand and why?
 - 2) What should Sudan do now? In your opinion who is at fault and why?
 - 3) To Which concepts of Talent Management you can correlate this case.
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