

ADMISSION NUMBER											

## School of Business

Master of Business Administration MBA Dual Specialization  
Mid Term Examination - Mar 2024

Duration : 90 Minutes  
Max Marks : 50

### Sem IV - MBHR6009 - Talent Management

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

- 1) "Trainers and HR professionals employ training evaluation as a strategic tool to scrutinize the alignment of employee training programs with the company's overarching goals. Through systematic assessment, they ensure that training initiatives not only enhance individual skills but also contribute directly to achieving the organization's broader objectives. This process enables informed decision-making, facilitating a dynamic training environment that adapts to the evolving needs of the company. Ultimately, training evaluation serves as a cornerstone for ensuring organizational success and the continual improvement of employee development initiatives". In the light of above statement asses the importance of training program evaluation. K5 (5)
  
- 2) In a leading technology company, the Talent Management department strives to enhance the Employee Value Proposition (EVP) to attract and retain top talent. The EVP is crafted to emphasize a vibrant and collaborative workplace culture, flexible work arrangements, and opportunities for professional growth through continuous learning initiatives. The company also offers competitive compensation and benefits packages. As part of the EVP, employees have access to cutting-edge technologies, fostering an innovative and dynamic work environment. K3 (6)  
Apply the key elements of the Employee Value Proposition in this scenario, demonstrating how the organization's commitment to a collaborative culture, flexible work arrangements, professional development, and cutting-edge technologies contributes to attracting and retaining top talent.

- 3) In the case of XYZ Corporation, the adept implementation of Talent Management principles played a pivotal role in the company's organizational success. Strategic alignment with business objectives, coupled with revamped recruitment and onboarding processes, ensured a skilled and diverse workforce. Continuous development initiatives and transparent communication strategies fostered high employee engagement, leading to increased innovation and productivity. The organization's commitment to succession planning further solidified its stability, reducing turnover costs. As a result, XYZ Corporation experienced heightened employee satisfaction, outperforming competitors and achieving sustained growth, highlighting the tangible benefits of effective Talent Management implementation on overall performance and prosperity.

K4 (8)

Question :- Examine and analyze the core principles of Talent Management, highlighting how their adept implementation contributes to organizational success. Provide a detailed breakdown of the key aspects, and elucidate the specific impacts and benefits that effective application of these principles can have on the overall performance and prosperity of the organization.

- 4) You are the Talent manager of a rapidly growing technology company that specializes in artificial intelligence. The company has secured several new projects, and there is a significant increase in demand for skilled professionals in areas such as machine learning, data science, and software development. The current workforce is struggling to meet the demands of the expanding projects, and there are concerns about potential burnout among existing employees. Additionally, the industry is highly competitive, and attracting top talent has become increasingly challenging. The company's reputation is at stake, and delays in project timelines could result in financial losses and damage to client relationships. Given this challenging situation, Develop a comprehensive Talent aquisition strategy to address the immediate and long-term staffing needs of the company. Consider factors such as skill gaps, employee burnout, recruitment challenges, and the need for a sustainable workforce to support the company's growth. Provide specific steps, timelines, and metrics to measure the success of your Talent aquisition strategy. How would you balance the need for quick hires with the importance of ensuring a high level of talent and cultural fit within the organization?

K3 (9)

- 5) The Fortune Finance Ltd. is a company having 5000 employees and having 137 Branch offices in India. Two years back the finance Manager of the company retired and till the company could not identify a proper person to fill the vacancy. Very recently three Branch Managers left the organization and these posts remained vacant. The vacant posts could not be filled properly as the company did not have proper Talent Management Planning.

K5 (10)

The Company attempted to recruit Managers from outside by giving public advertisement but failed to get proper persons to fill the vacancies as they could not match with the traditional Management Culture of the Company.

Question:- Evaluate and recommend how the proposed solution addresses the existing problems in the succession plan. Explain how this recommendation contributes to overcoming challenges and enhancing the overall effectiveness of the succession planning process.

6) Mr. Chris Crishna, a brilliant engineer with a brilliant academic record was recently promoted as manager of the engineering section of a leading company engaged in the manufacture records as a design engineer were excellent. During his tenure as a design engineer, Mr. Crishna's performance was nothing short of remarkable, having achieved resounding success. He has developed two new models of cars which were a big success in the market. Mr. Crishna was also popular with everyone in the engineering department. His reputation extended far and wide, making him highly regarded and admired among his peers in the engineering department.

Through his 10 year service in the company, Mr. Crishna made a conscious effort to stay up-to-date with the latest advancements in his specialized field. Mr. Crishna consistently kept himself up dated with latest developments in his area for specialization by attending seminars and workshops, and also by reading valuable material in magazines and journals. It was this combination of engineering expertise, innate creativity, and remarkable interpersonal skills that caught the attention of top management, prompting them to promote Mr. Crishna to the esteemed position of Engineering Section Head.

In the initial stages, as a manager, Mr. Crishna experienced considerable difficulties to manage and supervise the working of 20 engineers who were working under him. Mr. Crishna continued to be very much involved with research and design of cars, and even worked for long hours than before. As a result of his preoccupation with research and design, Mr. Crishna did not found much time to provide the necessary guidance and direction to the engineers, and coordination of activities in engineering department. As the workload piled up, the engineers in his department felt that Mr. Crishna is overly engaging himself in routine engineering activities rather than managing the department. This led to a sense of frustration among some team members who felt the need for more guidance and support.

One of the senior engineers reportedly told Mr. Crishna approached his superior to discuss the problems, which he was facing regarding the management of his sections, so as to improve his skills of managing people. Encouraging open communication, the senior engineer offered constructive feedback and suggested that seeking guidance from their mutual superior might help Mr. Crishna enhance his people management skills.

Grateful for the valuable input, Mr. Crishna humbly accepted the advice and promptly approached his superior to discuss the difficulties he was facing in effectively leading the team. Demonstrating his commitment to growth and self-improvement, he sought guidance and support to refine his managerial approach and become a more effective leader.

Question 1:- Discuss the multifaceted challenges faced by Mr. Crishna

in his transition from an engineer to a manager. Provide a comprehensive response supported by relevant examples and insights, addressing both the inherent difficulties and opportunities in navigating this professional shift. (6 marks)

Question 2:- Formulate a strategic proposal encompassing the essential skills and approaches Mr. Crishna should develop for success in his managerial role. Critically analyze the potential impact of his engineering background on effective leadership. (6 marks)