

## School of Business

### Master of Business Administration MBA Dual Specialization Semester End Examination - Aug 2024

Duration : 180 Minutes  
Max Marks : 100

#### 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) Construct an analysis of how the Kirkpatrick taxonomy serves as a tool for determining the effectiveness of training programs, providing detailed insights into the significance of each level. Additionally, develop a framework illustrating how organizations can constructively implement this model to evaluate the impact of their training initiatives effectively, incorporating real-world examples to support your analysis. K3(6)
- 2) XYZ Corporation, a leading technology firm, has recently undergone a significant expansion, diversifying its product offerings and entering new markets. As the HR manager, you have been tasked with evaluating the impact of the current Employee Value Proposition (EVP) on talent acquisition efforts during this transformative phase. In the midst of this expansion, the organization is experiencing increased competition for top-tier talent in the technology sector. The EVP, which was designed to reflect the company's commitment to innovation and a dynamic work environment, now requires a thorough examination to assess its effectiveness in attracting and retaining skilled professionals. Question :-- Analyze the impact of the EVP on talent acquisition efforts. How well does it attract and retain the right talent, and what adjustments could be made to better position the organization as an employer of choice? K4(8)
- 3) TechGen Corp, a leading technology company, is anticipating a wave of retirements among its senior executives in the next few years. To address potential leadership gaps and ensure a smooth transition, the company decides to implement a robust succession planning program. The objectives are clear – identify and develop internal talent, create a pipeline of capable leaders, and ensure business continuity. TechGen Corp aims to align individual career aspirations with organizational needs, fostering a culture of talent development and strategic workforce planning. The company recognizes that effective succession planning not only prepares for future leadership transitions but also contributes to employee K4(8)

engagement and long-term organizational success.

Question: You, in the role of a talent strategic advisor, are tasked with analyzing the detailed objectives of succession planning outlined in the case of TechGen Corp. Examine how these objectives contribute to the overall effectiveness of TechGen Corp's succession planning initiatives designed to address potential challenges associated with leadership transitions, ensuring a seamless and sustainable transfer of key responsibilities.

4) Analyzing the key linkages between compensation strategies and talent management practices within a real-life case-based scenario, provide insights into how these elements interact to attract, retain, and develop talent in organizations. K4(4)

5) Scenario: Imagine you are a senior HR manager in a mid-sized technology firm facing increasing employee burnout and turnover due to a lack of work-life balance. The company's high-pressure environment and demanding workload have led to decreased productivity and morale among staff. As part of the executive team, you are tasked with developing policies and practices that support work-life balance without sacrificing productivity. K3(9)

Question: Given the scenario, how would you approach creating policies and practices that support work-life balance within the organization while ensuring continued productivity and performance? Consider the challenges and complexities involved in addressing employee burnout and turnover in a high-pressure industry like technology. Utilize critical thinking to propose innovative solutions that promote work-life balance while maintaining organizational goals and objectives.

6) Fifty-year-old Fabindia, a leading ethnic wear retail chain of 147 stores, is well known for its craft-based jewellery, clothing, home furnishings, furniture, organic food and spices, amongst a host of other products sourced from artisans across the country. A young American, John Bissell, founded Fabindia in 1960 with two clear mandates: K5(10)

- The company is here to do business, to make money and is answerable to its shareholders and employees.
- The creation of skilled, craft-based, sustainable jobs in the rural sector.

Seventy per cent of staff across all levels own shares in Fabindia because of which employees have a voice in the company's business decisions. The sense of responsibility in the company has increased because every employee is made aware of his or her rights and obligations as a shareholder.

Fabindia's ethos read –'Hiring to translate passion for our business ideology into satisfying careers'. The process of identifying the right fit starts at recruitment. HR uses several tools, including Behavioural Event Interviews, to assess if the individual's priorities align with the opportunities being provided by Fabindia. Even campus interviews are only conducted in Institutions that provide technical training required by the company. The demand for

ideological fit is more stringent above a certain level. The stress on ideology, especially the strong artisan connect, is reinforced through induction and orientation. These are designed to groom employees as per internal requirements and with the intent to create a constant pipeline of trained resources. The employee needs to understand and respect the product in the stores as being a creation of an artisan and a direct way to keep traditional crafts alive in the country. Still, hiring mistakes do occur and the company has accounted for these by using six-month probation and a mid-term review with feedback to catch them before they become a problem.

Question:- Assess the above case thoroughly, providing a detailed explanation of the approach undertaken by Fabindia in acquiring the right talent from the market. Justify the intricacies of their strategy, and offer your nuanced opinion on the efficacy of their chosen methodology.

- 7) At XYZ Corporation, the HR department was grappling with the challenge of retaining top talent. Despite offering competitive compensation packages, they noticed a concerning trend of high turnover among their skilled employees. Recognizing the importance of understanding the linkages between compensation and talent management, the HR team decided to delve deeper into their reward system.

K5(10)

They conducted extensive research, analyzing employee feedback, performance data, and industry benchmarks. It became evident that while the compensation structure was attractive, other factors played a significant role in employee retention. Many employees expressed a desire for more opportunities for career advancement, flexible work arrangements, and recognition for their contributions beyond monetary rewards.

Armed with this insight, the HR team devised a comprehensive strategy. They introduced mentorship programs to support career growth, implemented flexible scheduling options, and established a recognition program to celebrate employee achievements.

Over time, these initiatives proved effective in improving employee satisfaction and reducing turnover rates. Employees felt valued not only for their skills but also for their contributions to the company's success. The link between compensation and talent management became more apparent as the company fostered a culture of appreciation and growth.

Question:

Determine how XYZ Corporation utilized rewards beyond monetary compensation to retain employees effectively.

- 8) In the ever-evolving landscape of HR practices, XYZ Corporation recognized the pivotal role of performance management in driving organizational success. Striving to establish a talent-driven approach, the company embarked on redesigning its performance management system to better align with its strategic objectives and foster employee development.

K5(15)

XYZ Corporation initiated a comprehensive review of its existing performance management practices, aiming to understand their

effectiveness and areas for improvement. Through this process, the company identified the need for a more dynamic and employee-centric system that not only evaluated past performance but also facilitated ongoing feedback, coaching, and development.

Drawing on best practices and industry benchmarks, XYZ Corporation designed a talent-driven performance management system that incorporated elements such as goal setting, continuous feedback, competency assessments, and development planning. This system aimed to provide a holistic view of employee performance while fostering a culture of accountability, growth, and collaboration.

Implementation of the new system involved extensive training for managers and employees to ensure understanding and buy-in. Additionally, technology played a crucial role, with the introduction of user-friendly performance management software to streamline processes and enhance accessibility.

As a result of these efforts, XYZ Corporation witnessed positive outcomes, including improved employee engagement, alignment of individual and organizational goals, and enhanced performance across teams.

Questions:

Determine how XYZ Corporation redesigned its performance management system to become talent-driven, incorporating elements such as goal setting, continuous feedback, and development planning. (5 marks)

Assess the effectiveness of XYZ Corporation's approach in designing a talent-driven performance management system. How did it contribute to fostering a culture of accountability and growth within the organization? (5 marks)

Evaluate the impact of implementing the new performance management system at XYZ Corporation. How did it lead to improved employee engagement and performance alignment with organizational goals? (5 marks)

9)

Case on Global Innovations Inc. (GII)

Global Innovations Inc. (GII), a multinational conglomerate spearheading technological innovation, finds itself at a pivotal juncture in its evolution. The company, renowned for its groundbreaking projects in artificial intelligence, quantum computing, and biotechnology, is navigating the complex landscape of talent acquisition. The burgeoning need for highly specialized skills has prompted GII to embark on a strategic overhaul of its existing talent acquisition processes. This transformation isn't merely a response to the challenges of skill scarcity but represents a visionary effort to embed a culture of continuous innovation within the fabric of the organization.

K6(18)

GII's current talent acquisition strategy relies on traditional methods, encompassing job boards, recruitment agencies, and internal referrals. While successful in securing general talent, the company confronts significant impediments in identifying and securing professionals with highly specialized skills crucial for its ambitious projects. The global competition for these niche experts compounds the challenge, necessitating a recalibration of GII's talent acquisition strategy to stay ahead in the fiercely competitive and dynamic technological landscape.

At the core of GII's challenges lie the scarcity of professionals with specialized skills, the intensifying competition in the global talent market, and the imperative to instill a culture of continuous innovation within the organization. Recognizing that traditional approaches may fall short, GII acknowledges the need for a paradigm shift in its talent acquisition strategy. The aim is not only to meet the immediate challenges but also to position the company as an undisputed employer of choice amidst evolving industry dynamics.

GII's transformative approach to talent acquisition is multifaceted. First, the establishment of a robust skill development ecosystem involves forging partnerships with leading educational institutions and online learning platforms. This initiative aims to create a continuous learning environment, upskilling the existing workforce, and attracting top talent. Second, GII plans to build a global talent network by strategically participating in international conferences, industry events, and virtual hackathons. This initiative is designed to foster relationships with key players in the industry, positioning GII as a beacon for professionals with specialized skills. Third, innovation-focused recruitment initiatives will be integrated into the hiring process, assessing not only technical skills but also creativity, adaptability, and problem-solving abilities. Lastly, an employee advocacy program seeks to leverage the existing workforce as brand ambassadors, effectively communicating GII's unique culture, values, and opportunities to potential candidates.

In executing these transformations, GII will need to carefully consider various factors. A detailed skill development plan should include specific partnerships, learning modules, and ongoing support for employee upskilling. Global talent network initiatives require a strategic approach to event participation, relationship building, and thought leadership. Innovation-focused recruitment initiatives demand the design of customized assessments, challenges, and an adaptable hiring process. The employee advocacy program necessitates training and resources to empower the workforce as effective brand ambassadors. Key performance indicators, such as time-to-hire, diversity metrics, employee satisfaction, and successful onboarding, will be crucial in evaluating the success of these initiatives.

Question 1:-Considering the intricacies of GII's challenges and the proposed transformative changes in talent acquisition, create a detailed comprehensive implementation plan. Detail specific steps, resource allocations, and key performance indicators to effectively

execute the proposed changes. Address how the plan will navigate the challenges faced by GII, foster a culture of continuous innovation, and position the organization as an employer of choice in the global market. (9 marks)

Question 2:- Elaborate, how you would foster a culture of continuous innovation within GII. Discuss strategies to encourage ongoing improvement and adaptability in talent acquisition processes. Additionally, address the scarcity of professionals with niche skills, proposing specific initiatives or programs to attract, develop, and retain individuals with these specialized talents. Explain how these strategies align with the broader goal of positioning GII as an employer of choice in the global market. (9 marks)

10) Case Study: Talent Development at Tata Consultancy Services (TCS)

K6(12)

Tata Consultancy Services (TCS), one of India's leading IT services and consulting firms, prioritizes talent development through executive coaching and mentoring programs. Recognizing the importance of nurturing leadership capabilities and fostering a culture of continuous learning, TCS has implemented comprehensive initiatives aimed at driving talent development.

TCS's executive coaching program pairs senior leaders with high-potential employees to provide personalized guidance and support. Through one-on-one coaching sessions, mentees receive valuable insights and advice from experienced executives, enabling them to navigate challenges, refine their leadership skills, and achieve their career aspirations.

Additionally, TCS emphasizes mentoring as a cornerstone of talent development. The company encourages informal mentorship relationships to flourish organically, facilitating knowledge transfer, skill development, and career growth. Mentors serve as trusted advisors, offering guidance, encouragement, and perspective to their mentees.

Furthermore, TCS provides resources and support for employees to engage in continuous learning and development. The company offers a wide range of training programs, workshops, and online courses to enhance employees' technical skills, soft skills, and industry knowledge. By investing in their employees' growth and development, TCS ensures that its workforce remains agile, adaptable, and equipped to meet evolving business needs.

Questions:

1. Discuss how does Tata Consultancy Services (TCS) drive talent development through its executive coaching and mentoring programs? Provide examples of how these initiatives have contributed to the professional growth of employees within the organization. (4 marks)

2. Assess the effectiveness of TCS's approach to talent development through executive coaching and mentoring. How does this approach contribute to nurturing leadership capabilities and fostering a culture of continuous learning within the organization? (4 marks)

3. Evaluate the impact of TCS's talent development initiatives on organizational performance and employee engagement. How do these programs contribute to TCS's ability to attract, retain, and develop top talent in the highly competitive IT industry? (4 marks)