



PG – 614

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.

P.T.O.



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 ?



IV Semester M.B.A. Degree Examination, July 2017
(CBCS)
MANAGEMENT

4.4.3 : Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all Sections.

SECTION – A

Answer any five of the following. Each question carries five marks. (5x5=25)

1. What are the elements of Talent Friendly Organizations ?
2. What is Knowledge Management ? Describe the different types of Knowledge.
3. Briefly explain Talent Value chain.
4. What is the difference between Talent Workers and Knowledge Workers ?
5. Explain the benefits of a Talent Management System.
6. Succession Planning is a better than Replacement. Briefly explain.
7. Explain return on Talent.

SECTION – B

Answer any three of the following. Each question carries ten marks. (3x10=30)

8. What are Cross Functional Teams ? What are its advantages and disadvantages ?
9. What are the issues and challenges in Knowledge Management ?
10. Explain the building blocks of a Talent Management System.
11. What are the trends in Social Media for Talent Management.



SECTION - C

12. Case Study (Compulsory) :

(1×15=15)

Difficult Transitions

Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece.

At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a person. His work was appreciated and recognized; he had received three promotions and many more pay increases.

Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out.

The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.

When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.

As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O'Grady were about as different as you could get. Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.



Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger organization than O'Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.

Tony also had some problems fitting in. His peers treated him with polite indifference. He sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday.

It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

Questions :

- a) Is it possible to find an "ideal" place to work ? Explain.
 - b) Must Reece Enterprises change about themselves. Why ?
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IV Semester M.B.A. Degree Examination, July 2016

(CBCS)

MANAGEMENT

4.4.3 : Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

Instruction : Follow the instructions given under **each** Section.

SECTION – A

Answer **any five** of the following, **each** question carries **five** marks. (5×5=25)

1. Briefly explain the need for using psychometric tests.
2. List out various issues in talent management.
3. What is knowledge creation and capture and what are its advantages to organization ?
4. What are the characteristics of talent friendly organizations ?
5. Explain talent development budget.
6. Differentiate between tacit and explicit knowledge ?
7. Explain the measurements of ROT in IT companies.

SECTION – B

Answer **any three** of the following, **each** question carries **ten** marks. (3×10=30)

8. Define "Talent Management System". Discuss benefits and challenges of TMS.
9. Discuss the best practices in the implementation of talent and knowledge management in an organization.
10. Explain the building blocks of talent management system.
11. Define employee engagement. Explain the significance of employee engagement in the organization.

P.T.O.



SECTION - C

12. Compulsory case study :

(15x1=15)

Psychometrics For Talent Management

Whitegoods plc has long been an established retail company selling kitchen appliances such as fridges, freezers and cookers from a chain of showrooms spread all over the UK. Over many years they built up a good reputation based on their competitive prices and knowledgeable sales staff. Customers liked to visit their local showroom to discuss their requirements with the staff there. Once they had placed their orders they knew they could rely on Whitegoods to deliver and even install their new appliance, if that was needed. In order to give this level of service, Whitegoods built up a team of talented managers and staff many of whom had been with the company for years. The company encouraged promotion from within – many of the managers started off as junior sales staff and worked their way up.

Pay and benefits were not much better than at other retailers but the staff discount was particularly valuable. Staff could get a discount of 30% on anything they bought, and the discount was also available to family members and friends. Another benefit much appreciated by the staff was time off to attend classes and tuition fees for those who wanted to improve their product knowledge.

After many years of successful trading, Whitegoods are currently finding that their sales are dropping despite the high level of customer service provided. Last year's trading figures revealed that Whitegoods plc was in serious financial trouble. As a result, the chief executive decided it was time to take early retirement and several senior managers also decided that it was time to either retire or go elsewhere. A new chief executive was found quite quickly – her name was Jennifer Smith and she had previously been in charge of the kitchen appliances division of one of the country's most successful retail chains. The reward package she demanded was very generous, but the board of Whitegoods decided that the right CEO could turn the company round and prevent branch closures.



Jennifer Smith quickly made changes. Firstly, she had the layout of the stores changed and new work practices introduced to increase efficiency. However, she did not consult the staff about these changes. Secondly, she cut the staff discount from 30% to 15% – and it was no longer available to their friends and family. No explanation was given for this. Thirdly, she introduced a profit-sharing scheme for senior managers which meant that they could earn substantial bonuses if the company's trading improved.

The staff working in the shops were furious at the changes, especially since they had not been consulted. Many felt that they should also have been consulted about the layout of the stores in which they worked, because they believed that they had a much better understanding of customers' requirements than anyone coming from outside the company. The new working practices included a requirement for staff to clock in and out at the beginning and end of their shifts. Up till now staff had been trusted by their managers to come in on time and to work a full shift. In addition, the staff had less flexibility about which shifts they worked. Previously, staff had been able to work flexibly by making their own arrangements with their colleagues to cover shifts. Now the store managers had to insist that staff worked the shifts they were contracted to do – and staff who did not work their contracted shifts were disciplined. Staff were particularly upset about the halving of their staff discount, and that senior managers were going to be entitled to large bonuses and profit-sharing while shopfloor staff were not was another source of disappointment. Many shopfloor staff wrote angry letters of complaint which they sent to head office. However, their letters were not acknowledged by head office and no one received an answer.

Questions for discussion :

- 1) What has happened to the psychological contract as far as the staff are concerned in this case study ?
- 2) What effect is the situation likely to have on employee engagement ?
- 3) What advice would you give Jennifer Smith and the senior managers to help them manage the psychological contracts of their employees more effectively ?