



PG-629

IV Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT

4.4.3 - Talent and Knowledge Management 10573

Time : 3 Hours

Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **5** marks.

5x5=25

1. Differentiate between knowledge and talent.
2. How to optimise investment in talent ? Give example.
3. What are the benefits of KM applications ?
4. What is the significance of talent management information system ?
5. Explain the knowledge acquisition process with a model.
6. Discuss succession management process.
7. What is the role of interviews in knowledge management practices ?

SECTION - B

Answer **any three** questions. Each question carries **10** marks.

3x10=30

8. Elaborate the building blocks of talent management.
9. Critically evaluate the emerging trends in talent and knowledge management.
10. Discuss the significance of designing knowledge management strategy in knowledge driven economy.
11. What is the importance of ROT ? Explain Return on Talent measures.



SECTION - C
(Compulsory)

12. Case Study

1x15=15

An Investment Services client, who wishes to remain anonymous (Here after named "InvestCo"), has recently opened offices in Switzerland close to Geneva. InvestCo opened in 2015 with 30 employees and rapidly expanded over the course of the first year to reach 60. This rapid growth, while bringing success, brought its challenges : make individual contributors people managers and future leaders of InvestCo!

Besides enhancing managerial competencies and readiness for promotion, our client wanted to focus on the development of team efficiency. A core group of 14 individuals were identified as talents-the future of the company's leadership.

Consequently, the company's CEO reached out to AK+Partners to propose a collaboration. A two-year academy was designed for the 14 talents, focusing on leadership, team efficiency and skills enhancement. Working with the individual and the group, with different partners and experts, the talents had the chance to participate in various trainings, team building activities, mentoring and executive coaching programs and had the opportunity to build a personal and professional project.

Challenges

InvestCo needed to expand managerial competencies depth, ensure strong team efficiency, and focus on the strategic objectives. The objectives :

- Build the future leadership team and retain talents
- Manage the company's growth with efficient teams
- Adapt to market evolutions with on-going knowledge transfer/training

Questions :

- (a) What strategy do you suggest for talent management ?
- (b) How to manage company's growth with efficient teams ?
- (c) Suggest a training programme for improving the man power performance.