



MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2021)

Second Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBB2628: Talent Management

COURSE OUTCOMES

CO1: Demonstrate the knowledge of Talent Management Process

CO2: Interpret the impact of Talent Management practices on organizational strategy

CO3: Demonstrate an understanding of retaining the talent in the organization

CO4: Identify and strategically formulate talent management tools.

Time: Two Hours

Maximum Marks: 50

PART A (1 x 10 = 10 Marks)

1 **Case Problem: Navigating Talent Management Challenges in the Indian Service Industry** CO4 [K₄]

APOLLO SOFTWARE SOLUTIONS AND SERVICES PVT. LTD., a leading IT-enabled services company based in India, has experienced rapid growth in recent years, thanks to its diversified portfolio and cost-efficient operations. However, the company faces persistent challenges in talent management, which threaten its long-term sustainability.

The Indian service industry is notorious for its high employee turnover rates, driven by intense competition and opportunities abroad. APOLLO SOFTWARE SOLUTIONS struggles to retain its top talent, particularly in mid-management roles, where employees often leave for better compensation packages or work-life balance. Moreover, the company has difficulty attracting skilled professionals from **Tier-1** cities due to its headquarters being in a **Tier-2** city.

Adding to the complexity, a recent employee engagement survey revealed that many employees feel disconnected from the company's vision and values, citing a lack of development opportunities and unclear career paths. Efforts to upskill employees through training programs have been inconsistent, and high-performing individuals have complained of limited recognition.

The leadership is now exploring strategies to address these issues, aiming to create a more engaging, inclusive, and growth-oriented work environment. They must consider cultural nuances, generational

differences, and the competitive nature of India's service sector.

Discussion Questions:

1. What talent retention strategies can APOLLO Software Solutions and Services implement to address high turnover rates, particularly among mid-level managers?
2. How can APOLLO Software Solutions redesign its employee engagement initiatives to align with the expectations and aspirations of the modern workforce in the Indian service industry?

PART B (2 x 5 = 10 Marks) Answer All Questions

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| 2 | Explain the types of selection hits and errors in talent management. | CO2 | [K ₂] |
| 3 | What is Employer branding? | CO1 | [K ₁] |

PART C (3 x 10 = 30 Marks) Answer any three Questions

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| 4 | Develop a selection process flow diagram involved in Talent Management and explain | CO2 | [K ₃] |
| 5 | Explain the key elements of talent management system and evaluate the effective strategies to improve employee engagement in an organization with examples | CO2 | [K ₅] |
| 6 | Discuss strategies managing voluntary turnover or dealing with job withdrawals. | CO3 | [K ₆] |
| 7 | Determine the performance monitoring process with suitable | CO1 | [K ₅] |
