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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: IV - THEORY EXAMINATION (2024 -2025)

Talent Management

Time: 3 Hours

Max. Marks:100

General Instructions:**IMP:** Verify that you have received question paper with correct course, code, branch etc.

1. This Question paper comprises of three Sections -A, B, & C. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.
2. Maximum marks for each question are indicated on right hand side of each question.
3. Illustrate your answers with neat sketches wherever necessary.
4. Assume suitable data if necessary.
5. Preferably, write the answers in sequential order.
6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION – A

20

1. Attempt all parts:-

- 1-a. Talent Management is analyzing the right talent gaps for the_____. (CO1, K2) 1
- (a) Current Condition
 - (b) Future Condition
 - (c) Neither A nor B
 - (d) Both A & B
- 1-b. _____ is a common method for identifying and assessing high-potential talent. 1
- (CO1, K2)
- (a) Random selection based on seniority
 - (b) Subjective assessment by managers only
 - (c) Implementing talent assessment tools and performance
 - (d) Ignoring performance evaluations completely
- 1-c. The EVP forms part of the _____ strategy to attract the talent for the organization. 1
- (CO2, K1)
- (a) Human resource
 - (b) Marketing
 - (c) Talent

- (d) Knowledge
- 1-d. A/An _____ is considered to be a vertical move in terms of rank and responsibilities. (CO2, K2) 1
- (a) Appraisal
- (b) Reward
- (c) Increment
- (d) Promotion
- 1-e. Recognizing the right people in competing companies, proposing them better terms of service compensation and luring them away is popularly called as _____. (CO3, K1) 1
- (a) Competition
- (b) Acquisition
- (c) Poaching
- (d) None of the above
- 1-f. Which among the following deals with recruitment and selection? (CO3, K2) 1
- (a) Child labour act
- (b) The apprentices act
- (c) Mines act
- (d) All of the above
- 1-g. If an HR department is reviewing whether to use discipline as a control mechanism or as a proactive way to encourage appropriate behavior, it is considering its strategic choices within the HR function of: (CO4, K2) 1
- (a) Work flows
- (b) Performance appraisal
- (c) Employee rights
- (d) Employee and/or labor relations
- 1-h. One challenge of Strategic HR Planning is _____. (CO4, K2) 1
- (a) Getting employees to accept empowerment strategies.
- (b) Decreasing job security while lowering labor costs.
- (c) Being appropriately reactive to problems in the firm and external environment.
- (d) Developing strategies that offer a firm a sustained
- 1-i. HRIS stands for _____. (CO5, K1) 1
- (a) Human Resource International System
- (b) Human Retention Information System

(c) Human Resource Information System

(d) None of these

1-j. The term 'Talent management' was coined by _____ following a 1997 study. 1
(CO5, K1)

(a) Deloitte

(b) McKinsey & Company

(c) Capgemini

(d) None of these

2. Attempt all parts:-

2.a. Discuss the role of manpower planning in recruitment. (CO1, K2) 2

2.b. Differentiate between Selection and Acquisition. (CO2, K2) 2

2.c. Define Competency Development. (CO3, K1) 2

2.d. State various reasons of employee turnover. (CO4, K2) 2

2.e. Explain Human Resource Audit. (CO5, K2) 2

SECTION – B 30

3. Answer any five of the following-

3-a. Discuss various methods and tools are commonly used to identify and assess high-potential talent in organizations. (CO1, K2) 6

3-b. Analyze the role of Talent Management in building Sustainable Competitive Advantage to a firm. (CO1, K4) 6

3-c. Differentiate between Job descriptions and job specifications. Explain it with the help of an example. (CO2, K3) 6

3-d. Evaluate the factors affecting HR Planning. List down the steps in HRP process. (CO2, K5) 6

3-e. Define reliability and validity in the context of selection tools. Discuss their importance in the selection process. (CO3, K2) 6

3-f. Outline the process of designing an integrated rewards strategy laying stress on its various components. (CO4, K3) 6

3-g. Critically analyze the relevance of Business Process Reengineering in HR functions. (CO5, K4) 6

SECTION – C 50

4. Answer any one of the following-

4-a. Define Talent Management. Discuss its key objectives and explain how it supports both individual employee development and overall organizational success. (CO1, K2) 10

4-b. Explain the role of Human Resource Planning in the broader context of talent management. How can forecasting and succession planning help ensure the right talent is available at the right time? (CO1, K2) 10

5. Answer any one of the following-

5-a. At Sigma Corp., the HR manager is asked to forecast manpower requirements for the next 3 years due to a major expansion. How can tools like Excel-based headcount forecasting, turnover ratios, and workload analysis assist in creating a data-driven HR plan? Explain different quantitative tools that can be used for this purpose. (CO2, K3) 10

- 5-b. Describe the Selection process followed by various organizations to attract talent. 10
How can recruitment and selection processes be aligned with the overall strategic goals of the organization? Support your answer with appropriate examples. (CO2, K3)
6. Answer any one of the following-
- 6-a. Explain the various internal and external sources of recruitment. How can organizations ensure fairness and efficiency in the recruitment and selection process, particularly when hiring for technical and senior-level roles? 10
(CO3, K2)
- 6-b. An educational institution is expanding into a new city and needs to recruit faculty and administrative staff. The HR manager must decide between internal promotion, job portals, campus recruitment, and headhunting. Which method must he choose? 10
What factors should guide the selection of appropriate recruitment sources?
(CO3, K3)
7. Answer any one of the following-
- 7-a. Critically analyze the primary indicators of job withdrawal, and how can organizations proactively address them to maintain employee engagement? Discuss the psychological contract and its impact on an employee's decision to disengage or leave. (CO4, K4) 10
- 7-b. Analyze the various strategies organizations can adopt to retain top talent. How can HR effectively manage voluntary turnover and what role does exit interview data play in shaping retention strategies? Illustrate your answer with relevant examples. 10
(CO4, K4)
8. Answer any one of the following-
- 8-a. Explain the concept of Human Resource Accounting. How can organizations effectively measure and report the value of their human capital? Discuss the advantages and limitations of using HRA in workforce planning and budgeting. 10
(CO5, K2)
- 8-b. FinBank Ltd. wants to improve its DEI scores and ensure an inclusive work culture. Recent surveys indicate underrepresentation of women and minority groups in leadership roles. What specific strategies can HR deploy to promote diversity and inclusion in hiring and promotion? 10
(CO5, K3)