GANDHI INSTITUTE OF ENGINEERING AND TECHNOLOGY UNIVERSITY, ODISHA, GUNUPUR
(GIET UNIVERSITY)
M.B.A. (Third Semester) Regular Examinations, January – 2025
23MBAHR23021 – Talent and Knowledge Management
(MBA)

Time: 3 hrs   Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A   **(2 x 5 = 10 Marks)**

Q.1. Answer *ALL* questions

		CO #	Blooms Level
a.	Define talent management system.	CO1	K1
b.	Differentiate between traditional and contemporary approaches to succession planning.	CO2	K1
c.	List the types of coaching methods in talent development.	CO2	K1
d.	Write the key issues in implementing knowledge management.	CO3	K2
e.	Write the significance of business alignment in talent identification.	CO2	K2

PART – B   **(10 x 5 = 50 Marks)**

Answer *ANY FIVE* questions

		Marks	CO #	Blooms Level
2. a.	Compare and contrast the components of talent reservoirs and their impact on talent development.	5	CO1	K2
b.	Explain the process of talent management and its role in organizational success.	5	CO1	K2
	OR			
c.	Explain the Institutional Strategies for dealing with Talent Management.	10	CO1	K2
3. a.	Discuss the interrelationship between talent management systems and organizational agility.	6	CO2	K2
b.	Analyze the role of the Talent Management Grid in identifying high-potential employees.	4	CO2	K3
	OR			
c.	Evaluate the impact of action-oriented coaching on employee performance and organizational success.	5	CO2	K3
d.	Explain the role of performance-based coaching in talent development.	5	CO2	K2
4. a.	Analyze the forces driving knowledge management and their implications for organizations.	5	CO3	K3
b.	Identify and analyze the challenges faced by organizations in knowledge management.	5	CO3	K3
	OR			
c.	Explain the strategies for implementing knowledge management systems effectively.	10	CO3	K2
5. a.	Evaluate the challenges organizations face in creating a knowledge-sharing culture.	6	CO4	K3
b.	How can knowledge management help organizations remain competitive in a rapidly changing business environment?	4	CO4	K2
	OR			

c.	How can organizations overcome resistance to adopting new knowledge management systems?	5	CO4	K2
d.	Discuss the impact of knowledge management on customer satisfaction and market responsiveness.	5	CO4	K2
5. a.	Analyze the dependency of organizational performance on effective knowledge management.	10	CO5	K3

<div align="center">OR</div>

b. **Case Study: Succession Planning Challenges at ABC Manufacturing Scenario:** 10 CO5 K4

ABC Manufacturing is a family-owned business that has operated successfully for over 30 years. As the organization grows, it is becoming increasingly apparent that its workforce is aging, with many senior leaders and skilled employees nearing retirement. Despite this, the company lacks a formal succession planning process.

Key issues identified include:
1. A lack of internal talent pipelines to fill critical leadership and technical roles.
2. Minimal opportunities for employee development, mentoring, or career advancement.
3. Heavy reliance on external hiring, which has often resulted in cultural mismatches.
4. Employee dissatisfaction due to unclear career growth paths within the organization.

The company's leadership recognizes the urgency of implementing a structured succession planning process to ensure business continuity and retain organizational knowledge. They aim to:
- Identify high-potential employees and groom them for future leadership roles.
- Create a mentorship program to transfer critical knowledge from senior employees to the next generation.
- Align talent development initiatives with the company's long-term strategic goals.

Questions:
1. What are the key risks ABC Manufacturing faces due to the lack of a formal succession planning process?
2. Why is succession planning critical for the long-term sustainability of the organization?
3. Suggest strategies to identify and nurture high-potential employees within ABC Manufacturing.
4. How can a mentorship program help address the issue of knowledge transfer from senior employees?

<div align="center">End of Paper</div>