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Birla Institute of Management LIBRARY M.P.

III Semester M.B.A. (Day & Evening) Degree Examination, April/May - 2026

MANAGEMENT

Talent Management and Employee Engagement

(CBCS Scheme 2019)

Paper : 3.4.2

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any Five questions from the following. Each question carries 5 marks. **(5×5=25)**

1. Discuss the ROI in Talent Planning.
2. What are the challenges of effective Talent management?
3. Explain contingency planning in TM Framework.
4. Explain the concept of Talent Value chain.
5. Discuss how Training and Coaching can be integrated to Talent Development?
6. What are the Key elements of Talent Friendly organizations?
7. Explain the Role of Information Technology in scaling up talent management process.

SECTION - B

Answer any Three questions from the following. Each question carries 10 marks. **(3×10=30)**

8. What is Succession Planning and discuss its process in detail with an example.
9. Mention workplace challenges in employee engagement and propose effective strategies.
10. Discuss the role of effective compensation management in Talent retention.
11. Elaborate on the Role of Information Technology in Talent management practices.

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SECTION - C

12. Case study (Compulsory). (1×15=15)

Talent Cart AI, a fast-growing recruitment-tech startup, embraced a fully remote model from day one to lower operating costs and tap into talent across India and Southeast Asia. For the first six months, the approach seemed flawless employees enjoyed flexibility, hiring was fast, and productivity metrics looked strong. But as the team crossed 55 employees, deeper cultural cracks became visible. Collaboration between engineering, product, and sales became inconsistent, with multiple teams working in silos and decisions being duplicated. Project timeliness began slipping because teams assumed others were "on it," and meetings became more status-driven than problem-solving oriented. New hires found the onboarding process confusing; much of the product knowledge existed only in Slack chats or in the heads of early employees. Documentation was outdated, and there was no structured buddy system or mentorship program.

Senior engineers expressed frustration that ideation over video calls lacked the creativity of in-person whiteboarding, while junior employees reported feeling unseen and hesitant to speak up during virtual meetings. Camera-off meetings became the norm, eroding connection and trust. Slack disagreements escalated quickly due to misinterpretation and lack of tone, occasionally requiring founder intervention. Employee engagement survey scores dropped steadily, and attrition rose from 8% to 22% within two quarters particularly among mid-level contributors who felt "lost" in the remote culture.

The founders faced a strategic dilemma. On the one hand, remote work helped cut costs and enabled hiring top-tier talent unreachable locally. On the other hand, the cultural drift was slowing execution and damaging team morale. They debated implementing structured remote-first practices such as clear documentation standards, virtual collaboration rituals, and leadership visibility or transitioning to a hybrid model with periodic in-person meetups. However, they feared that shifting models too quickly might alienate employees who joined because of the remote setup. The challenge now was not just operational-it was about protecting the company's culture, efficiency, and talent brand while navigating the complexities of remote scale-up.

Questions :

a) What strategies can Talent Cart implement to rebuild engagement and collaboration in a fully remote environment?

b) Should the startup move toward a hybrid model or strengthen remote-first practices instead? Explain your reasoning.