116662

62229

Reg. No. | | | | | | | | |

III Semester M.B.A. (Day & Evening) Degree Examination, June/July - 2024

MANAGEMENT

Talent Management and Employee Engagement

(CBCS Scheme 2019 Onwards)

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. Elaborate the International Change Theory.
2. Explain the Developing Talent Management Information System (TMIS).
3. Interpret the Criteria for Identification of High Potential Employees.
4. Summarize the Integrating succession planning and Career planning.
5. Distinguish between Succession Planning and Career Planning.
6. Examine the tools are commonly used for HR Analytics in talent management.
7. Write a note on Engagement and Retention in Talent Management.

SECTION - B

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

8. Explain the steps of contingency planning and describe the characteristics.
9. Compare the talent management strategies in terms of their effectiveness in reducing employee turnover rates in tech companies and manufacturing firms.
10. Analyze the impact of implementing HR Analytics on employee turnover rates. What trends can you identify?

[P.T.O.

11. Discuss in-detail Role of Information Technology in Talent Management Systems in Indian Business scenario.

SECTION - C

12. **Compulsory Case Study:** (1×15=15)

The case discusses the talent management strategies at India-based financial banking institution, ICICI Bank Ltd. (ICICI Bank). Since the 1980s, the bank had fostered a culture of nurturing young talent. This was a bid to create a talent pool and develop a leadership pipeline at the bank. The process of empowering young people, nurturing talent, and developing a leadership pipeline became part of the bank's culture and was carried forward by former CEO and MD, KV Kamath (Kamath) and present CEO and MD, Chanda Kochhar (Kochhar). Kamath was instrumental grooming several people who later took up key positions at the bank. He spotted people with leadership potential at the bank and moved them from one assignment to another and mentored them to take up different leadership roles and serve the bank. The success of the mentoring process led to the bank institutionalizing a formal leadership development process that identified talented employees through a performance appraisal system after which they were assessed for future leadership roles. According to experts, ICICI Bank's focus on nurturing young talent reaped several benefits for the bank. While the leadership grooming process helped it tackle the problem of attrition, it also enabled the bank move ahead of others in the indian banking sector. The bank's focus on nurturing young talent also helped ICICI Bank develop businesses that accounted for half of ICICI Bank's profits. Industry observers felt that going forward, the challenge for Kochhar would be to maintain the bank's momentum, continue international expansion, expand product offerings, improve technological innovation, and continue to nurture young talent.

Questions :

a) Critically analyse talent management strategies at ICICI Bank.

b) Discuss the mentoring process adopted by Kamath to groom young employees at the bank.

c) Discuss the issues and challenges faced by the mentors while mentoring employees.