M.P. Birla Institute of Management LIBRARY

62229

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

III Semester M.B.A. (Day/Evening) Degree Examination, March/Apirl - 2021

MANAGEMENT

Talent Management and Employee Engagement

(CBCS Scheme 2019-20)

PAPER : 3.4.2

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

SECTION - A

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

1. Discuss the emerging trends in talent management.
2. Elaborate the strategies of talent management.
3. Highlight key components of return on talent.
4. Enumerate the levels of employee engagement.
5. Highlight the purpose and barriers of HR analytics.
6. Mention the drivers that influence employee engagement in an orgnisation.
7. What is Employee competency Assessment? Illustrate with an example.

SECTION - B

Answer any **Three** questions, each carries **10** marks. **(10×3=30)**

8. Highlight the concept of high potential talent. Also elucidate the characteristics and benefits of high-potential talent.
9. Elaborate 'talent management framework' in details. Also differentiate between talent management and knowledge management.
10. What is talent planing? Why is it important to have succession planning?
11. Elucidate the areas and methods of HR analytics. Also discuss HR analytics for TM process

SECTION - C

12. **CASE STUDY(Compulsory)** **(15×1=15)**

IKEA's Talent Management Initiatives

The retailer recruited employees based on values and beliefs rather than just on skills, experience, and other credentials. It fostered an egalitarian culture' that offered full benefits even to part-time workers who worked for 20 hours or more per week. In 2017, global research and consulting firm Great Place to Work and fortune named IKEA US among its 2017 fortune 100 Best companies to Work For. Analysts opined that its talent management initiatives and its strong corporate culture provided IKEA with a competitive advantage.

P.T.O.

Birla Institute of Management LIBRARY M.P.

Through IKEA was touted to be an ideal employer in the retail market, it was hit with a lawsuit in the US court over alleged age discrimination in February 2019. Some IKEA employees stated that the retailer had fostered a culture of age discrimination wherein young workers were recruited and promoted over workers who were 40 years and older, thereby violating the Age Discrimination in 2018. To add to its troubles, in February 2019, IKEA faced a backlash for publishing a catalog for Israel's Haredi (ultra-orthodox) community featuring photos of Haredi men and boys while excluding images of women or girls. The lawsuit demanded USS4 million compensation from IKEA for the damage caused to Haredi women.

IKEA, however, maintained that its culture placed emphasis on gender diversity. The retailer had a 50/050 rule i.e. employing an equal percentage of men and women on its management team. Critics opined that IKEA as a company which claimed to value equality should not pave the way for more discrimination. Rather, they felt that the retailer should be working towards an equitable society where women were viewed as equal members of the society, and put in place an effective, global talent management system to acquire and retain its talent in other international markets.

IKEA was structured in such a way as to prevent any kind of takeover of the company and to protect the Kamprad family from taxes. Though Kamprad was the founder, he did not technically own IKEA. He wanted an ownership structure that stood for independence, a long-term approach, and continuity. Therefore, in 1982, he created stitching INGKA Foundation, a non-profit organization registered in Leiden in he Netherlands. In 1984, Kamprad transferred 100% of IKEA equity as an irrevocable gift to the Foundation, IKEA was privately held by this Foundation.

Questions:

1. Elaborate how IKEA's talent management initiatives contributed to its success.
2. What is the importance of talent to achieve competitive advantage?
3. How can a company put in place an effective global talent management system? Explain your view.