



PG – 939

IV Semester M.B.A. Degree Examination, July 2016

(CBCS)

MANAGEMENT

4.4.3 : Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

Instruction : Follow the instructions given under **each** Section.

SECTION – A

Answer **any five** of the following, **each** question carries **five** marks. (5×5=25)

1. Briefly explain the need for using psychometric tests.
2. List out various issues in talent management.
3. What is knowledge creation and capture and what are its advantages to organization ?
4. What are the characteristics of talent friendly organizations ?
5. Explain talent development budget.
6. Differentiate between tacit and explicit knowledge ?
7. Explain the measurements of ROT in IT companies.

SECTION – B

Answer **any three** of the following, **each** question carries **ten** marks. (3×10=30)

8. Define "Talent Management System". Discuss benefits and challenges of TMS.
9. Discuss the best practices in the implementation of talent and knowledge management in an organization.
10. Explain the building blocks of talent management system.
11. Define employee engagement. Explain the significance of employee engagement in the organization.

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SECTION – C

12. Compulsory case study :

(15×1=15)

Psychometrics For Talent Management

Whitegoods plc has long been an established retail company selling kitchen appliances such as fridges, freezers and cookers from a chain of showrooms spread all over the UK. Over many years they built up a good reputation based on their competitive prices and knowledgeable sales staff. Customers liked to visit their local showroom to discuss their requirements with the staff there. Once they had placed their orders they knew they could rely on Whitegoods to deliver and even install their new appliance, if that was needed. In order to give this level of service, Whitegoods built up a team of talented managers and staff many of whom had been with the company for years. The company encouraged promotion from within – many of the managers started off as junior sales staff and worked their way up.

Pay and benefits were not much better than at other retailers but the staff discount was particularly valuable. Staff could get a discount of 30% on anything they bought, and the discount was also available to family members and friends. Another benefit much appreciated by the staff was time off to attend classes and tuition fees for those who wanted to improve their product knowledge.

After many years of successful trading, Whitegoods are currently finding that their sales are dropping despite the high level of customer service provided. Last year's trading figures revealed that Whitegoods plc was in serious financial trouble. As a result, the chief executive decided it was time to take early retirement and several senior managers also decided that it was time to either retire or go elsewhere. A new chief executive was found quite quickly – her name was Jennifer Smith and she had previously been in charge of the kitchen appliances division of one of the country's most successful retail chains. The reward package she demanded was very generous, but the board of Whitegoods decided that the right CEO could turn the company round and prevent branch closures.



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Jennifer Smith quickly made changes. Firstly, she had the layout of the stores changed and new work practices introduced to increase efficiency. However, she did not consult the staff about these changes. Secondly, she cut the staff discount from 30% to 15% – and it was no longer available to their friends and family. No explanation was given for this. Thirdly, she introduced a profit-sharing scheme for senior managers which meant that they could earn substantial bonuses if the company's trading improved.

The staff working in the shops were furious at the changes, especially since they had not been consulted. Many felt that they should also have been consulted about the layout of the stores in which they worked, because they believed that they had a much better understanding of customers' requirements than anyone coming from outside the company. The new working practices included a requirement for staff to clock in and out at the beginning and end of their shifts. Up till now staff had been trusted by their managers to come in on time and to work a full shift. In addition, the staff had less flexibility about which shifts they worked. Previously, staff had been able to work flexibly by making their own arrangements with their colleagues to cover shifts. Now the store managers had to insist that staff worked the shifts they were contracted to do – and staff who did not work their contracted shifts were disciplined. Staff were particularly upset about the halving of their staff discount, and that senior managers were going to be entitled to large bonuses and profit-sharing while shopfloor staff were not was another source of disappointment. Many shopfloor staff wrote angry letters of complaint which they sent to head office. However, their letters were not acknowledged by head office and no one received an answer.

Questions for discussion :

- 1) What has happened to the psychological contract as far as the staff are concerned in this case study ?
- 2) What effect is the situation likely to have on employee engagement ?
- 3) What advice would you give Jennifer Smith and the senior managers to help them manage the psychological contracts of their employees more effectively ?