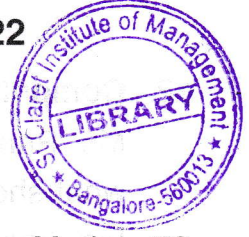




OP – 267

10
IV Semester M.B.A. Degree Examination, November 2022
(CBCS – 2014-15 and Onwards)
MANAGEMENT

Paper – 4.4.3 : Talent and Knowledge Management



Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. What is Talent Management ? Also state the role of Talent Management.
2. Describe the meaning and importance of Knowledge Management.
3. Differentiate between Talent Workers and Knowledge Workers.
4. Explain the emerging trends in Talent Management.
5. Explain the process of Succession Management.
6. Explain the meaning of Talent Development Budget.
7. Explain the process of integrating compensation with Talent Management.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks. **(3×10=30)**

8. Return on Talent is critical for organizations. In this context ROT Measurements, Explain.
9. What is knowledge creation ? Explain the Nonaka's model of knowledge creation and transformation.
10. "Talent Management is the foremost responsibility of a successful management." In the light of this statement, explain the importance of Talent Management in the cut throat competitive era of today.
11. Write short notes :
 - a) Contingency plan for talent.
 - b) Psychometrics for Talent Management.

P.T.O.



SECTION – C

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

Ms. Rani, a research scholar suggests that the privileging and prioritizing of what she calls expert or theoretical knowledge can result in local, contextual tacit knowledge becoming so marginalized that it can be often neglected if not ignored. One of the most vivid organizational examples, she gives to illustrate her argument concerns the knowledge of some delivery drivers employed by a bakery. The owners of the bakery decided that they wanted to better understand the changing nature of the tastes and demands of the final customers who bought their goods (which they bought from the shops that were the bakery's direct customers). Despite of the fact that the some of the bakery's own employees (the delivery drivers who took their goods to the shops) arguably possessed such knowledge, through the Ongoing conversations they had with the shops' owners that happened when their deliveries were made, this source of knowledge wasn't used.

Instead, the bakery's owner spent a significant amount of money employing external consultants to conduct some market research. For Rani, the reason that the delivery driver's knowledge was overlooked and not used was due to its character. Fundamentally, this knowledge was tacit, subjective, experience based and content specific and was possessed by the workers low down in the organizational hierarchy. For the owners of the bakery this was regarded as a less legitimate and less objective form of knowledge to that which the market research consultants could provide (which was regarded as objective, abstract, generalizable and scientific). Rani suggests that this is far from an isolated example and that the privileging of theoretical knowledge over local contextual, tacit knowledge is an attitude which is prevalent in many, if not majority of the organizations.

- i) Do you agree with this conclusion regarding the dominance of this perspective ?
- ii) Do you think potentially important and useful knowledge is overlooked and neglected due to its tacit ? Contextual and experiential character.