PG – 1403

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IV Semester M.B.A. (Day and Eve.) Examination, November/December 2025
(CBCS – 2022-23 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 strategies can organizations implement to attract and retain top talent ?

2. What are cross-functional capabilities and how do they relate to talent management ?

3. Explain the concept of leadership coaching in talent development.

4. Discuss the key components of ROT measurements.

5. What are the different types of knowledge and how are they classified ?

6. What is the process of designing a knowledge management strategy ?

7. What are the challenges faced by organizations in talent management, as reported by senior executives ?
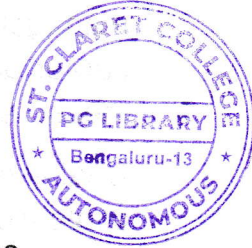
SECTION – B

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

8. How do organizations measure the ROI (Return on Investment) of their talent management efforts ?

9. Discuss the challenges organizations may face when building and retaining talent.

10. Describe the role of psychometrics in talent management and ROT measurement.

11. Can you highlight any innovative approaches to talent and knowledge management shared by senior executives ?

SECTION – C

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

Infosys, one of India's leading IT service companies, demonstrates the importance of Knowledge Management (KM) in sustaining competitive advantage. Recognizing that IT solutions are driven by intellectual capital, Infosys developed a robust KM framework early on. The company built its Knowledge Management Portal (K-Shop) to capture project learnings, client insights and reusable code libraries.

This knowledge-sharing culture ensures that expertise is not lost with employee turnover and accelerates project delivery. Infosys integrates KM into its talent management by rewarding knowledge contributors and linking learning with career advancement. The company also invests in psychometrics and ROT measurement to align workforce development with client needs.

Challenges include encouraging employees to contribute proactively, ensuring content quality and integrating KM with rapidly changing technologies. However, Infosys views KM as critical to scaling operations globally and differentiating itself in a competitive IT services market.

Discussion Questions :

a) How has Infosys integrated KM into its talent management strategy ?

b) What challenges does Infosys face in sustaining a knowledge-sharing culture ?

c) How can ROT measurement validate the value of Infosys' KM practices ?

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