

END SEMESTER EXAMINATION, MAY - 2026**B. B. A. Semester - VI****Subject Name: Talent Management****Subject Code: BBAH311****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.**

Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All.		(10x2 = 20 Marks)
a.	Define talent acquisition.	CO1
b.	What is gig hiring?	CO1
c.	State the meaning of poaching in talent acquisition.	CO1
d.	Define HR Analytics.	CO1
e.	What is the purpose of onboarding?	CO1
f.	Define employee engagement dimensions.	CO1
g.	What is performance linked remuneration system?	CO1
h.	What is Employer value proposition?	CO1
i.	Differentiate between competence and competency.	CO1
j.	Explain the purpose of succession planning.	CO1
Q.2 SHORT ANSWER QUESTIONS – Attempt any Five.		(5x4 = 20 Marks)
a.	How can the Iceberg Model help in identifying the visible and hidden competencies of a sales executive?	CO2
b.	Examine the process of identifying second-line leaders for future organizational roles.	CO3
c.	How can HR managers use interview and questionnaire methods for competency mapping? Explain with examples.	CO3
d.	How can managers use the Gallup Q12 Model to enhance employee engagement levels?	CO3
e.	Illustrate how right-sizing of workforce can help organizations maintain operational efficiency during business restructuring.	CO3
f.	Analyze how organizations can redesign HR policies to support the work-life balance needs of Gen Z workforce.	CO3
g.	A company is facing low employee retention and unclear performance goals. Apply the MBO appraisal method to address this issue.	CO4
Q.3 STRUCTURED QUESTIONS – Attempt any Three.		(3x10 = 30 Marks)
a.	Growth Edge Pvt. Ltd. is facing high employee turnover, workload imbalance, and employee stress. Although the company attracts skilled candidates, many employees leave due to poor work-life balance and limited career growth. Some departments are overstaffed, while others face staff shortages, affecting productivity. HR has been asked to improve talent retention, optimize workforce size, and align HR strategies with business goals. Questions - Analyze the talent management issues in the case and suggest strategies for attracting and retaining talent. - Examine the importance of right-sizing the workforce.	CO4 & 5
b.	Design an employee development program to prepare high-potential employees for future leadership roles.	CO4
c.	Unitech Pvt. Ltd., a rapidly growing service organization, recently upgraded its performance management system to improve employee development, reward management, and promotion decisions. As part of the new system, the company introduced different performance appraisal methods for employees based on their roles and career needs. Isha, a team leader, is assessed through feedback collected from her manager, peers, subordinates, and clients to identify her leadership strengths and development areas. Ram, a sales executive, receives incentives and salary increments directly linked to the achievement of his quarterly sales targets. Rani, a marketing associate, works closely with her reporting manager to create a Personal Development Plan (PDP) focused on skill enhancement and long-term career growth. Rohan a senior analyst with consistently high performance, is being considered for promotion to a managerial role under the company's performance-linked career planning and promotion policy. The HR department now wants to evaluate the effectiveness of these appraisal methods in improving employee motivation, career development, and organizational performance. Questions - Identify the performance appraisal and development methods used in the case. - Examine the impact of performance-linked remuneration on employee motivation and productivity.	CO5

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	d.	Richard Hadley has just joined as the HR Head in an MNC. He finds that despite his new company having a talented and qualified workforce, the organization is not completing its projects efficiently and successfully. Q1. What do you think could be the reasons for this? And what should Richard do to change the competency levels of the existing workforce? . Q2. What should Richard do to make sure that the new hires are competent enough to do their jobs?	CO4
Q.4	Case Analysis/ Situation Based QUESTIONS – Attempt any Two.		(2x15 = 30 Marks)
	a	Innovate X Ltd., a fast-growing technology company, is strengthening its leadership pipeline through the Nine Box Grid Model. Employees were assessed based on Performance (achievement of targets and work quality) and Potential (leadership ability, adaptability, and innovation). After evaluation: • Priya consistently achieves high targets, takes initiative, and effectively leads project teams. • Rohan is an excellent technical performer but prefers individual work and avoids managerial roles. • Simran shows average performance but demonstrates high learning agility and creative problem-solving skills. • Vikas has strong qualifications and leadership potential but currently struggles due to low engagement and job-role mismatch. • Anita has low performance and limited willingness to improve skills or take on responsibilities. Management now wants to classify employees for promotion, development, and succession decisions. Questions 1. Place each employee in the appropriate Nine Box Grid category based on performance and potential. 2. Suggest suitable HR interventions for each employee. 3. Identify employees suitable for succession planning and justify your answer. 4. Analyze how the Nine Box Grid Model supports talent management and leadership development.	CO 6
	b	Success Path Ltd. has noticed that employees at different levels have varying career expectations. Rohan, a newly hired employee, is learning organizational processes and adapting to the work environment. Megha, with 6 years of experience, is seeking promotions, advanced training, and leadership opportunities. Sanjay, a department head, is focused on mentoring team members while balancing professional and personal responsibilities. Kavita, who will retire next year, is gradually handing over responsibilities and sharing her expertise with junior employees. HR plans to introduce career development programs based on employee needs. Questions 1. Identify the career development stage of each employee in the case. 2. Recommend suitable career development initiatives for employees at different stages. 3. Analyze the importance of career planning in employee development and retention.	CO 6
	c	Prime Core Ltd. is facing leadership challenges as two senior managers are expected to leave the organization within the next six months. The Sales Director is approaching retirement, while the HR Head has accepted an offer from another company. Management discovered that no internal employees are fully ready to assume these critical positions. Although a few middle-level managers show potential, they lack exposure to decision-making and leadership development programs. Due to urgent business needs, the company is also considering hiring experienced professionals from outside. Questions 1. Identify the HR issue highlighted in the case. 2. Analyze the impact of lack of leadership continuity on organizational performance. 3. Recommend strategies to develop second-line leaders for future roles. 4. Evaluate the role of external hiring in managing leadership gaps.	CO 6
