



**Model Answer
End-Sem Examination-I, Winter 2025**

Academic Year: 2025-2026	Semester: III
Class: PG-II	Program: MBA
Branch Code: 10	Pattern: 2024
Name of Course: Talent and Acquisition Management	Course Code: 2410614C

Q. No.	Details	Max. Marks
Q.1	<p>Apply the Six Principles of Talent Management (Berger) to explain how an organization can align talent with its business strategy.</p> <p>Ans: An organization can align talent with business strategy by applying Berger's Six Principles of Talent Management as follows:</p> <ol style="list-style-type: none">1. Alignment with Strategy: Talent practices such as hiring, development, and succession planning are directly linked to organizational goals and long-term strategy.2. Internal Consistency: All HR systems (recruitment, performance management, rewards) work together to support talent objectives.3. Cultural Embeddedness: Talent management reflects organizational values and culture, ensuring employee engagement and commitment.4. Differentiation of Talent: High performers and high-potential employees receive differentiated development opportunities.5. Leadership Ownership: Senior leaders actively participate in identifying and developing talent.6. Continuous Review: Regular talent reviews ensure adaptability to changing business needs. <p>By applying these principles, organizations create a strong talent pipeline that supports strategic success.</p>	[6]
Q.2	<p>Analyse the role of Employer Branding and EVP in attracting talent in the gig economy.</p> <p>Ans: Employer Branding and Employee Value Proposition (EVP) play a critical role in attracting gig workers:</p> <ul style="list-style-type: none">• Employer Branding builds an organization's reputation as a desirable place to work, even for short-term or project-based roles.• A strong EVP highlights flexibility, meaningful work, fair compensation, learning opportunities, and autonomy—key expectations of gig workers.• Digital platforms and social media amplify employer brand visibility.• Trust and transparency reduce perceived risk for gig talent. <p>Thus, a compelling employer brand and EVP help organizations attract, engage, and retain gig workers in a competitive talent market.</p>	[6]
Q.3	<p>a) Apply a Competency Mapping framework to identify core and leadership competencies required for a middle level manager.</p> <p>Ans: Competency Mapping identifies the knowledge, skills, and behaviors required</p>	[16]



<p>for effective performance.</p> <p>Steps:</p> <ol style="list-style-type: none">1. Job analysis and role clarification2. Identification of core, functional, and leadership competencies3. Competency assessment and gap analysis <p>Core Competencies: Communication, teamwork, problem-solving adaptability</p> <p>Functional Competencies: Domain expertise, process management, data analysis</p> <p>Leadership Competencies: Decision-making, people management, strategic thinking, change management</p> <p>Competency mapping helps align individual capabilities with organizational requirements.</p> <p style="text-align: center;">OR</p> <p>b) Evaluate the effectiveness of 360-degree feedback and Balanced Scorecard in improving organizational performance.</p> <ul style="list-style-type: none">• Ans: 360-degree feedback provides holistic performance insights from supervisors, peers, subordinates, and self-assessment, improving self-awareness and development.• Balanced Scorecard (BSC) evaluates performance across financial, customer, internal processes, and learning perspectives. <p>Evaluation:</p> <ul style="list-style-type: none">• Encourages continuous feedback and strategic alignment• Enhances accountability and objective measurement• May face challenges such as bias and implementation complexity <p>Overall, when integrated, both tools significantly improve organizational performance.</p>	8+8
<p>c) Analyse a real or hypothetical case to explain how Career Planning and Succession Planning ensure leadership continuity.</p> <p>Ans: Career planning provides employees with structured growth paths, enhancing motivation and retention. Succession planning identifies and prepares internal talent for future leadership roles.</p> <p>Analysis:</p> <ul style="list-style-type: none">• Reduces leadership gaps• Builds internal leadership pipelines• Ensures business continuity during transitions <p>Together, these practices ensure sustainable leadership and organizational stability</p> <p>Need detailed explanation of each point.</p> <p style="text-align: center;">OR</p> <p>d) Analyse the use of the 9-Box Performance–Potential Matrix in identifying High Potential (HiPo) employees.</p> <p>Ans: The 9-Box Matrix evaluates employees based on performance and potential.</p> <p>Uses:</p> <ul style="list-style-type: none">• Identifies High Potentials (HiPos)• Supports succession planning• Guides development interventions	



	<p>Limitations: Subjectivity and risk of labeling When used carefully, it is a powerful strategic talent management tool.</p>	
Q.4	<p>a) Evaluate the effectiveness of Coaching and Mentoring in developing leadership pipelines. Ans: Coaching focuses on short-term performance improvement, while mentoring supports long-term career development. Evaluation:</p> <ul style="list-style-type: none"> • Builds leadership capability • Enhances employee engagement • Facilitates knowledge transfer <p>Challenges include time commitment and mentor availability. Overall, both are effective in leadership pipeline development.</p> <p style="text-align: center;">OR</p> <p>b) Create a Talent Development and Retention Strategy for a multinational organization facing high attrition. Ans: Strategy Components:</p> <ul style="list-style-type: none"> • Targeted training and upskilling • Career progression and succession planning • Competitive compensation and rewards • Engagement initiatives and flexible work policies <p>This integrated approach reduces attrition and strengthens talent retention.</p>	[16] 8+8
	<p>c) Design a Compensation and Reward System based on pay-for-performance strategies. Ans: A pay-for-performance reward system includes:</p> <ul style="list-style-type: none"> • Performance-linked incentives • Variable pay and bonuses • Long-term incentives (ESOPs) • Non-monetary rewards such as recognition and career opportunities <p>This system motivates high performance and aligns employee goals with organizational objectives.</p> <p style="text-align: center;">OR</p> <p>d) Evaluate the effectiveness of Coaching and Mentoring in developing leadership pipelines. Ans: Coaching and mentoring are critical talent development interventions that play a significant role in building strong and sustainable leadership pipelines within organizations. Coaching Coaching is a structured, short- to medium-term process focused on improving an individual's current performance and leadership effectiveness. It is usually goal-oriented and facilitated by trained internal or external coaches. Effectiveness of Coaching:</p>	



	<ul style="list-style-type: none"> • Enhances leadership competencies such as decision-making, communication, and emotional intelligence. • Provides personalized feedback, enabling leaders to overcome performance gaps. • Supports behavioral change and accountability through continuous feedback. • Improves readiness of potential leaders for higher responsibilities. <p>Mentoring Mentoring is a long-term developmental relationship where senior leaders guide junior or high-potential employees by sharing knowledge, experience, and career advice.</p> <p>Effectiveness of Mentoring:</p> <ul style="list-style-type: none"> • Facilitates knowledge transfer and organizational learning. • Helps employees understand organizational culture, values, and leadership expectations. • Builds confidence, career clarity, and motivation among future leaders. • Supports succession planning by preparing talent for critical leadership roles. <p>Evaluation When integrated effectively:</p> <ul style="list-style-type: none"> • Coaching strengthens leadership capability, while mentoring builds leadership continuity. • Both improve employee engagement and retention of high-potential talent. • They create a strong internal talent pipeline, reducing dependency on external hiring. <p>Limitations</p> <ul style="list-style-type: none"> • Time commitment from senior leaders • Lack of trained coaches or structured mentoring programs <p>Conclusion Overall, coaching and mentoring are highly effective tools for leadership pipeline development when aligned with organizational strategy and supported by top management.</p>	
Q.5	<p>a) Assess the impact of AI and Big Data on ethical and sustainable talent management practices.</p> <p>Ans: Artificial Intelligence (AI) and Big Data have significantly transformed talent management by enabling data-driven, efficient, and predictive HR practices. However, their ethical and sustainability implications must be carefully assessed.</p> <p>Positive Impact on Talent Management</p> <ul style="list-style-type: none"> • Recruitment & Selection: AI automates resume screening, reduces time-to-hire, and identifies best-fit candidates. • Predictive Analytics: Big Data helps forecast attrition, skill gaps, and workforce demand. • Performance Management: AI-driven insights enable objective evaluation and continuous feedback. • Workforce Planning: Supports long-term, sustainable talent strategies 	<p style="text-align: center;">[16]</p> <p style="text-align: center;">8+8</p>



	<p style="text-align: center;">aligned with business needs.</p> <p>Ethical Challenges</p> <ul style="list-style-type: none"> • Bias and Discrimination: AI systems may replicate existing biases if trained on biased data. • Data Privacy: Extensive employee data collection raises concerns about confidentiality and consent. • Transparency: Lack of explainability in AI decisions can reduce employee trust. <p>Sustainability Perspective</p> <ul style="list-style-type: none"> • Promotes efficient resource utilization through better hiring and retention decisions. • Enables inclusive talent management when ethical safeguards are implemented. • Supports long-term organizational growth through evidence-based planning. <p>Assessment</p> <p>To ensure ethical and sustainable use:</p> <ul style="list-style-type: none"> • Organizations must audit AI algorithms regularly. • Clear data governance and privacy policies are essential. • Human oversight should complement AI-driven decisions. <p>Conclusion</p> <p>AI and Big Data significantly enhance talent management effectiveness, but ethical governance and responsible use are essential to achieve sustainable and fair talent practices.</p> <p style="text-align: center;">OR</p> <p>b) Evaluate the role of Talent Analytics and HRIS in improving workforce planning and decision-making.</p> <p>Ans: Talent Analytics and HRIS provide real-time insights into workforce trends, performance, and skill gaps.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Improved decision-making • Enhanced workforce planning • Operational efficiency <p>They enable evidence-based HR strategies.</p>	
	<p>c) Create a roadmap to embed a Talent-Centric Culture in an organization using change management models.</p> <p>Ans: Roadmap:</p> <ol style="list-style-type: none"> 1. Leadership commitment 2. Communication of talent vision 3. Employee involvement 4. Capability building 5. Continuous feedback <p>Change management models (Kotter/Lewin) support successful cultural transformation.</p>	



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OR

d) Design a future-ready Talent Management Framework addressing remote work, gig workforce, and sustainability.

Ans: A future-ready framework includes:

- Digital HR platforms
- Flexible and gig workforce integration
- Remote work policies
- Sustainability and ethical practices

This framework prepares organizations for the evolving future of work