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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: MAY- 2024
SEMESTER - IV
Sub.: Talent Acquisition & Retention (MHRM406)

Date : 28/05/2024   **Total Marks : 60**   **Time: 10.00am to 12.30pm**

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q. 1.   **Write Short notes on (Any Three)**   **(15)**
1. Pillars of Talent Management
2. Retention
3. Talent management strategy
4. Succession planning
5. Objectives of Talent Management

Q. 2.   **Answer in detail (Any One)**   **(10)**
1. Define Retention. Explain Compensation and Benefits for Retention.
2. What are the key factors organizations should consider when developing talent acquisition strategies?

Q. 3.   **Answer in detail (Any One)**   **(10)**
1. What are the components and stages of the talent management process within organizations?
2. What role do recruitment channels, such as job boards, social media, and employee referrals, play in talent acquisition strategies?

Q. 4.   **Answer in detail (Any One)**   **(10)**
1. What are some effective strategies to enhance employee retention while conducting succession planning within the organization?
2. What are common misconceptions surrounding talent management, and how do they influence organizational practices?

Q. 5.   **Case study**   **(15)**

At ABC Corporation, the HR department launches a new talent acquisition strategy aimed at attracting top-tier candidates for critical positions within the organization. The strategy involves investing heavily in online job boards, attending industry-specific recruitment events, and offering competitive salary packages to entice top talent.

However, after several months of implementing the strategy, the HR department realizes that they are struggling to attract qualified candidates for key roles. Despite the generous salary offerings and targeted recruitment efforts, the company continues to face challenges in filling crucial positions.

Upon further investigation, the HR team identifies several factors contributing to the failure of their talent acquisition strategy. Firstly, they realize that their online job postings are not effectively reaching their target audience due to poor optimization and visibility on job boards. Additionally, their attendance at recruitment events fails to yield meaningful connections with potential candidates, as the events are not well-aligned with the company's specific talent needs.

Furthermore, feedback from candidates reveals that while the salary packages are competitive, the company's employer brand lacks differentiation and fails to communicate a compelling value proposition to prospective employees. As a result, top talent is drawn to competitors with stronger employer brands and more attractive workplace cultures.

The failure of the talent acquisition strategy highlights the importance of a comprehensive approach to talent acquisition that goes beyond monetary incentives. Moving forward, the HR department recognizes the need to refine their recruitment efforts, improve their employer branding, and cultivate a workplace culture that appeals to top talent in their industry.

Question

1) What specific recruitment methods and channels did the HR department utilize in their talent acquisition efforts?

2) What were the initial indicators that the talent acquisition strategy was not yielding the desired results?

3) What lessons can ABC Corporation learn from the failure of its talent acquisition strategy, and how might these lessons inform future recruitment efforts?

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