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III Semester M.B.A Degree Examination, June/July - 2023**MANAGEMENT****Talent Management and Employee Engagement****(CBCS Scheme)****Paper : 3.4.2****Time : 3 Hours****Maximum Marks : 70****SECTION - A****Answer any Five questions, each question carries 5 marks. (5×5=25)**

1. Distinguish between Talent Management vs Knowledge Management.
2. What is Employee Engagement? Discuss the success factors to employee engagement.
3. Explain the Talent Value Chain.
4. Discuss the strategic accountability approach in developing workforce.
5. Explain the role of motivation and engagement in employee retention.
6. Explain the war of talent and its imperatives.
7. Explain the steps involved in developing a talent management information system.

SECTION - B**Answer any Three questions, each question carries 10 marks. (3×10=30)**

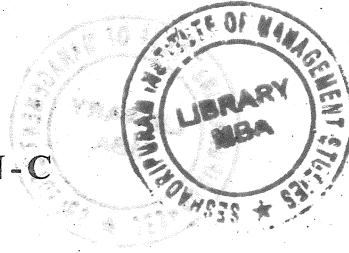
8. Explain the modern practices in talent engagement with appropriate examples.
9. Explain the role of employer partnership in digital age.
10. Explain the talent management framework in detail with appropriate illustrations.
11. Elaborate on Creating business value through Information Technology and its implications to talent friendly organizations.

[P.T.O.]



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SECTION - C



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Compulsory Question (Case Study)

(1×15=15)

12. Trilogy Software, Inc., of Austin, Texas, is one of the fastest growing software companies in the industry, with current earnings in the \$100-million to \$200-million range. It prides itself on its unique and un-orthodox culture. Many of its approaches to business practice are unusual, but in Trilogy's fast hanging and highly competitive environment they seem to work. There is no dress code and employees make their own hours, often very long. They tend to socialize together (the average age is 26), both in the office's well-stocked kitchen and on company-sponsored events and trips to places like local dance clubs and retreats in Las Vegas and Hawaii. An in-house jargon has developed, and the shared history of the eight-year-old firm has taken on the status of legend. Responsibility is heavy and comes early, with a "just do it now" attitude that dispenses with long apprenticeships. New recruits are given a few weeks of intensive training, known as Trilogy University and described by participants as "more like boot camp than business school." Information is delivered as if with "a fire hose," and new employees are expected to commit their expertise and vitality to everything they do. Jeff Daniel, director of college recruiting and only 28 himself, admits the intense and unconventional firm is not the employer for every-body. "But it's definitely an environment where people who are passionate about what they do can thrive." The firm employs about 700 such passionate people. Trilogy's managers know the rapid growth they seek depends on having a staff of the best people they can find, quickly trained and given broad responsibility and freedom as soon as possible. Founder and CEO Joe Uemandt said, "At a software company, people are everything. You can't build the next great software company, which is what we're trying to do here, unless you're totally committed to that. Of course, the leaders at every company say, 'People are everything: But they don't act on it.'" Trilogy makes finding the right people a company with mission. Recruiters actively pursue the freshest if least experienced people in the job market, sourcing from college, career fairs and computer science departments for talented resources with ambition and entrepreneurial instincts. Top managers conduct the first rounds of interviews, letting prospects know they will be pushed to achieve but will be well rewarded. In one recent year, Trilogy reviewed 15,000 resumes, conducted 4,000 on campus interviews, flew 850 prospects for interviews, and hired 262 college graduates, who account for over one-third of its current employees. The cost per hire was \$ 13,000; Jeff Daniel believes it was worth every penny.

Questions:

1. What particular elements of Trilogy's culture is most likely to appeal to the kind of employees it seeks? How does it convey those elements to job prospects?
2. What suggestions would you make to Trilogy for improving their recruiting processes?