

TILAK MAHARASHTRA VIDYAPEETH, PUNE
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION: MAY - 2026
SEMESTER - IV

Sub.: Talent Acquisition and Retention (MBA24-HRM405/MHRM406)

Date : 21/05/2026

Total Marks : 60

Time: 10.00 am to 12.30 pm

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

Q. 1. Write Short notes on (Any Three) (15)

1. Talent acquisition
2. Employee retention programs in talent management
3. Succession planning
4. Challenges in talent management
5. Competitive advantage

Q. 2. Answer in detail (Any One) (10)

1. What is talent management and why is it important for organizational success?
2. Analyze the consequences of poor talent management practices in an organization. What is the impact of ineffective talent management on employee morale and productivity?

Q. 3. Answer in detail (Any One) (10)

1. What are the major steps involved in talent management planning? How can organizations assess their talent needs effectively?
2. Discuss the process of talent management planning in modern organizations. Also compare modern talent management practices with traditional HR practices.

Q. 4. Answer in detail (Any One) (10)

1. List down the various methods of developing high-potential talent in organizations. How do organizations acquire and retain high-potential employees?
2. What are the current trends and innovations in talent sourcing? How has digital technology transformed talent acquisition practices?

Q. 5. Case Study (15)

At Zenith Media Solutions, the marketing department was preparing for an important product launch for one of its biggest clients. The entire campaign planning, client communication, and creative strategy were mainly handled by Rohan, a senior employee who had been working with the company for seven years. He was known for his leadership skills, strong client relationships, and deep understanding of company processes. Many junior employees depended on him for guidance and decision-making.

A few weeks before the launch, Rohan resigned from the company after receiving a better opportunity from a competitor. His resignation came as a shock because the

company had not prepared anyone to take over his responsibilities. After he left, confusion started increasing in the department. Team members were unsure about client expectations, deadlines were delayed, and communication gaps became common. The client also became unhappy because they were not receiving quick responses as before. Junior employees felt stressed because they suddenly had additional work without proper training.

The HR department realized that the company had depended too much on one employee, but no immediate solution was available. The project remained incomplete, and the management worried about losing both employees and clients in the future.

Questions:

1. How can the HR department create an effective succession plan to avoid dependency on one employee? 5
 2. What employee retention strategies could have been used to prevent the resignation of a key performer? 5
 3. How can HR support and train junior employees to handle responsibilities after the loss of a key employee? 5
-