



**IV Semester M.B.A. Examination, September/October 2022
(CBCS 2014 – 15 Scheme)**

MANAGEMENT

Paper – 4.4.3 : Talent and Knowledge Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. **(5×5=25)**

1. Define different types of compensation.
2. Define knowledge centric organisation.
3. Differentiate between Talent and Knowledge workers.
4. What are the evolving trends in knowledge management ?
5. What is succession management process ?
6. Explain knowledge metrics and audit.
7. What does leadership coaching deal with ? Explain.

SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. **(10×3=30)**

8. How does an organisation gain competitive advantage using talent management system ?
9. How does the organisation plan for retaining its top talent ?
10. What is knowledge management in an organisation ?
11. What is knowledge economy ? How will organisations gain competitive advantage ?

P.T.O.



SECTION – C

12. Case study (Compulsory).

(1×15=15)

The South African Motor Industry.

The South African motor industry originally emerged through the assembly of knock-down kits of parts from abroad. Over the years, these developed into fully fledged manufacturers. This was largely due to the active industrial policies of the apartheid government (in power from 1948 to 1994), which aggressively promoted import substitution. Under apartheid, racial discrimination in the communities was mirrored by racial Fordism: blacks were largely condemned to poorly paid unskilled work. This led to many industries relying on cheap labour to solve systematically imposed inefficiencies. In the 1970s, a wave of unionization of blacks took place, eclipsing the older, white-dominated trade unions. By the early 1980s, the new ('independent') unions became increasingly outspoken in opposing the apartheid order. Mass resistance in communities was paralleled by an upsurge in strike action. In the Mercedes-Benz plant in East London, the resistance became so intense that large areas of the factory were rendered no-go areas for management. Finally, a grouping of workers occupied the plant, damaging inventories and machinery.

The close of the apartheid era alleviated much of the underlying tensions; at the same time, managers began to forge cooperative deals with unions. At Mercedes-Benz, these included very much better pay and working conditions, new opportunities for up-skilling and career advancement, and a range of participative mechanisms, giving workers a real say in the process of production. Today, the plant is one of the most productive car plants in the world, and its products have the fewest defects of any Mercedes-Benz plant. While previously the plant was marginal, and by the late 1980s under threat of closure, today it is an integral part of the Mercedes-Benz worldwide production network.

Source: Author.

Questions :

- 1) What lessons does the Mercedes-Benz East London plant hold for HR managers worldwide ?
 - 2) Is the experience of Mercedes-Benz in East London relevant to other industries ? If not, why not ?
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