

**Fourth Semester M.B.A. Degree Examination, October 2021***(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 5 marks : **(5 × 5 = 25)**

1. How can we see Talent as a mechanism for growth in the new economy? Explain.
2. Recruiting, retaining, and developing high-performing people is the greatest issue for talent management. Explain.
3. What is Talent Acquisition? And why is it necessary in a organization?
4. To what extent is the existence of a knowledge economy essential to a company?
5. What are the different kinds of knowledge that can be seen in an organization?
6. What are the roadblocks present to integrating knowledge inside an organization?
7. How is Return on Talent measured?

SECTION - BAnswer any **THREE** of the following. Each question carries 10 marks : **(3 × 10 = 30)**

8. With suitable examples explain the major differences between talent and knowledge workers.
9. How is talent retention a help in disguise for the organization?
10. Is succession planning a fruitful practice? Explain it with example.
11. Explain Talent Management Information Systems in a organization.

12. Case Study Compulsory :

(1 × 15 = 15)

Roche's acquisition endeavors - A case study

The Board of Directors of Genentech rejected Roche's purchase bid first and then rejected it again. The bid from Roche "significantly undervalues the company" (Pharma Times, 2008, August 14).

They said in January 2009 that they were unhappy with Roche's "balkanization of the market" (Pollack, 2009, Jan 30). By no means the finest starting point for a successful marital union. Nevertheless, investors feared that the acquisition's bumpy start could compromise Roche's ability to provide a decent return on its investment. Acquiring a business completely staffed with high-caliber scientists such as those at Genentech is difficult since the talent may simply leave the organization. A purchasing company discovers that it has acquired a vacant laboratory in a flash.

At this point in time, it is often referred to be one of the most successful acquisitions in the life sciences. Many stakeholders have lauded Roche's talent management approach. In 2016, Genentech was rated one of the top workplaces for work/life balance (Wharton Work/Life, 2016). Investors are just as satisfied. In 2008, the top-selling medicines for Genentech were Elastin, Rituxan, and talent management following the Roche purchase. Because of this, they were worried Genentech wouldn't be able to provide the same level of entrepreneurial freedom, thereby lowering the value of the acquisition (Mazzariol and Thomas, 2016). M & A History predicted that Genentech's most important leaders, such as Chairman of the Board of Directors and CEO Art Levinson and product development chief Susan Desmond-Hellmann, would depart the firm and take positions elsewhere.

Due of the DNA of the organization structure of Genentech, problems related to talent management became a significant concern. While Roche wanted to absorb Genentech as much as possible, it was important that he preserve the existing work culture to retain valuable staff. Its renowned Scientists, a simplified decision-making process, top-of-the-line research facilities, and world-class facilities are key assets for Genentech (gene.com, 2016). It is this important to keep both Cultures' best interests in mind (Studer and Thomas, 2016).

As long as the Genentech and Roche teams could work together, they were encouraged to collaborate and form alliances (Kumar, 2019). Roche proceeded with caution throughout the purchase process to avoid any talent drain. During the first, year, a gentle touch was the integration approach. It was ensured that Genentech's voice was heard at Roche Switzerland due to the appointment of Arthur Levinson. A new CEO, Ian Clark, was brought in to lead Genentech,

which was involved in many acquisitions. During the purchase and post-mergence period, Retention incentives were offered to retain key personnel with the company (Pollack, 2008). Nonetheless, the purchase was very successful, going well beyond the first stage.

Answer the questions below :

- (a) How was talent retention a value addition to the firm? (5)
 - (b) If you were the CEO of this organization how would you plan to make maximum profits from this organization? (5)
 - (c) What are the factors which contribute for Talent Retention? (5)
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