initiatives in different regional and cultural contexts within India? 6

*****

PG Even Semester Examination, May 2025

BUSINESS ADMINISTRATION

(4th Semester)

Course No.: HR-03

(Talent Management & Analytics for Human Resource Management)

Full Marks: 70

Pass Marks: 28

Time: 3 hours

The figures in the right margin indicate full marks for the question.

1. Tata NANO has the best practices of HR practices. Among the HR practices, the HR managers developed several measures. From the measures, Talent Management proved to the best. Discuss. 14

2. Define Talent Management. Briefly discuss the talent management initiatives for organisational success. 4+10

Or

3. "Diversity is not just a social goal but a strategic necessity in talent management"— Critically evaluate this statement and explain how organisation can develop inclusive talent management practices in a global context. 14

4. Highlight different tools for compiling HR Data and HR metrics. Mention briefly the common recruitment metrices. 6+8=14

Or

5. Explain the Balanced Scorecard (BSC) a a strategic performance management tool. Discuss its four key perspective with examples, and evaluate how it helps organisations align business activities to the vision and strategy of the organisation. 4+10=14

6. Explain the significance of qualitative and quantitative HR outcome metrics (like attrition absentcism and employee engagement). How do these metrices influence data-driven HR decisions? Illustrate with examples. 8+6=14

Or

7. What is predictive analytics in HR? Discuss the key techniques used in predictive HR analytics and how they can influence strategic workforce planning and talent forecasting? 3+11=14

8. Founded in 2000 by Dr. Saundarya Rajesh in Chenni, the Avtar Group has emerged as a leader in promoting Diversity, Equity and Inclusion (DEI) within the Indian corporate landscape. With a strong commitment to building inclusive workplaces, Avtar focuses particularly on creating second career opportunities for women and supporting under represented groups.

One of its flagship initiatives, myAvtar.com, lauched in 2020, is a job portal dedicated to connecting inclusive employees with diverse talent, including women, LGBTQ individual, people with disabilities and veterans. The portal also hosts annual job fairs, drawing participants from industres like finances, health care and technology.

Avtar's DigiPivot Program, run in partnership with Google India and the Indian School of Business, is a 22-arek virtual training progam equipping women with digital marketing skills. It targets both newcomers and returnees to the workforce and has successfully empowered many women over five editions since 2020.

In 2017, Avtar launched Project Puthri, aimed at building career awareness among underprivileged adolescent girls. The program offers training in over 40 skills and awarded scholarships in 2023 to encourage girls to pursue education in STEM, Arts and Commerce.

Additionally, Project MITR, started in 2022, focuses on sensitizing boys in Tamil Nadu government schools about gender respect and equality, aiming to build inclusive mindsets from a young age.

Through these impactful initiatives, Avtar Group continues to set a benchmark in fostering equitable and inclusive workplaces in India.

(a) Considering Avtar Group's diverse DEI programs, how can organisations measure the effectiveness and long term impact of such initiatives on both the workforce and the broader community. 8

(b) What strategies can other organisations adopt to replicate and scale similar DEI