

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role,** issues in consultant-client relationship, Power, Politics & OD, Research on OD.

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
- Understanding the theory and design of organization, Richard L Draft, Cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
- Organization Change and Development, Kavith Singh, Excel BOOKS.

REFERENCE BOOKS:

- Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
- Management of Organizational Change – K Harigopal – Response BOOKS, 2001
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

STRATEGIC TALENT MANAGEMENT

Subject Code	: 16MBA HR405	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To aware the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person's work.
- To get an idea about different tools in identifying required competencies in a person.

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Course Outcomes:

The students will be able to

- Gain the insights of talent management practices in organization.
- Learn the techniques and retail the best talent in industry.
- Prepare competency mapping.

(10 hours)

Unit 1:

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, **Talent Management System** – Components and benefits of Talent Management System; creating TMS, challenges of TMS, **Building blocks of talents management:** competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

(8 hours)

Unit 2:

Talent Planning – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.

(6 hours)

Unit 3:

Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

(6 hours)

Unit 4:

Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.

(14 hours)

Unit 5:

Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing , assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.

(12 hours)

Unit 6:

Measuring Performance, Assessment and Development Centre: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre

approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.

Practical Component:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

RECOMMENDED BOOKS:

- The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
- Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
- Competency mapping, Assessment and Growth – Naik G.P, IIHRM, 2010.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
- Performance Management – Herman Aguinis, Pearson Education, 2007.
- Performance Management, Rao, Wiley.

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PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Subject Code	: 16MBA HR406	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
- To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
- To understand Interpersonal growth and effectiveness.

Course Outcomes: