STRATEGIC TALENT MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	**18MBA HR405**	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
	Credits : 03		

Course Objectives:
1. To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
2. To develop a conceptual understanding of the management of talents in the competitive environment.
3. To understand how important is to develop and retain the best talents in the industry.
4. To understand the concepts of competency and its usage in evaluating a person's work.
5. To get an idea about different tools in identifying required competencies in a person.

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.

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.

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.

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.

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.

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 COMPONENTS:
- 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.

COURSE OUTCOME:

At the end of the course students are able to:

1. Aquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.
2. Gain insights to develop and retain best talents in the industry.
3. Learn the concepts of competency and its usage in evaluating a person's work.
4. Adhere knowledge in the identified competencies.

RECOMMENDED BOOKS:

- Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.
- 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.

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.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3		X	X		
CO4		X			X

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Semester	IV	CIE Marks : 40
Course Code	18MBA HR406	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours : 03
	Credits : 03	

Course Objectives:

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

Unit 1:

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states - Id, ego and super ego and defense mechanisms; developing a self improvement plan. Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.

Unit 2:

Understanding Human Personality: Personality – Meaning & Determinants; Personality theories, Carl Jung's theory of personality Types and Myers Briggs Type Indicator test (MBTI), Trait theories - Guilford Peogut, PF 16 and Type A and B Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations. Artificial Intelligence. (basic Concept).

Unit 3:

Attitudes, beliefs, Values and their impact on behavior; Personal change – meaning, nature and requisites. Locus of control. Habit Formation – Habits of personal effectiveness. Seven habits of highly effective people.

Unit 4:

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP). Pedagogy and Androgogy . Adult Learning Process; learning styles and its relatedness to personality development.