

TALENT MANAGEMENT

<i>Credit</i>	3.0
<i>Faculty</i>	Mousumi Padhi
<i>Programme</i>	MBA (HRM)-
<i>Academic Year and Term</i>	2020-21, Term-V

1. Course Description :

In today's organizations the role of Human Resource Management is undergoing a major transformation. The new role of Human Resources Management demands an outlook that differs considerably from the compliance mind-set. As HRM becomes strategic in nature, HR practitioners are expected to be experts on leveraging human talent within their organizations for the purpose of achieving competitive advantage. Attracting, nurturing, utilizing and multiplying talent and retaining intellectual capital are critical determinants of a firm's success. Companies need cultures and systems in which individuals can use their talents. In this the role of the HR manager becomes critical as they are responsible for leveraging the human capital of an organization in ways that create not only revenues, profits, and growth, but also create a unique place to work.

The course intends to familiarize participants with experiences in identifying; attracting, retaining, engaging and multiplying talent. In this course the students would develop a talent management plan for an organization. They would be expected to apply and integrate know how from across HR functions. The course is also geared to provide insights into some of the contemporary issues in talent management.

2. Learning Outcomes:

At the end of the course, the participant should be able to

- Our students will be able to identify and differentiate the various approaches to viewing Talent and Talent Management
- Our students will be able to design EVP for an organization and implement Employer Branding
- Our students will be able to recognize the linkages between various HR sub-systems for talent management
- Students will be able to identify and analyse key issues related to Employee Engagement and Employee retention in a business setting,

3. Reference Text Book:

Although there is no specific text book for the course and multiple readings would be provided from various sources, this book may be referred to

The Talent Management Handbook (2nd Edition) L. Berger and D. Berger (Eds.) , McGraw Hill.

4. Tentative Session Plan:

Session No.	Topic		
1,2 and 3	Overview of Talent Management: Basic Understanding of People and Talent	• Deconstructing the concept of talent • Approaches to talent management in the organizational context. • The Four Models of TM • Talent Management as a Decision Science	• Cirque de Soleil Case Study
4	Talent Analysis and Planning	• Strategic Workforce Segmentation	•
5 to 8	Employee Value Proposition and Employer Branding	• Meaning and Application in Talent Management • Designing EVP • Positioning of Employer Brand • The Concept of Employer Brand and its application in TM life cycle • Employer Brand Management	• HUL Case Study • Activity on Designing an EVP.
9 ,10, 11	Talent Identification and Acquisition :	• Elements of Talent Acquisition • Maturity Models in TA systems • Industry Trends and Tools in TA	

		- Onboarding and TM - TA Analytics	
12 and 13	<i>Talent Development and Management I</i>	- Appraising and Identifying Talent - Using 360 degree feedback for Talent Development - Death of the Bell Curve? - Advances in PM	
14 and 15	<i>Talent Development and Management II</i>	- Developing Leadership Talent - Succession Planning : Concept, Tools and TM Processes - Leadership Development in Professional Services Firm - Role of Coaching and Mentoring in TM	- CISCO Case Study - Coaching Video clippings from movies - GE Case Study
16 and 18	<i>Talent retention</i> : Total Rewards and Employee engagement	- Basics of employee retention - Trends in nonfinancial rewards and benefits. - Models of Employee Engagement - Techniques for employee engagement - Analytics for Talent Retention	Activity on designing an Employee Engagement Strategy
19, 20	<i>Talent Management Strategies in Various settings</i> : National and International		

* The exercises would be detailed separately and cases for sessions specified later.

5. Pedagogy

A combination of conceptual presentations, case analysis, group work and experiential activities would be used to enable participants to learn the modules effectively.

6. Additional Readings:

Articles from journals and chapters from books maybe assigned as supplements in addition to those specified in the session plan. As the subject is relatively well developed in practice as compared to academics, readings developed through practice and consulting research would be made available to discuss latest developments.

7. Evaluation

- End Term Exam 40%
 - Quizzes (unannounced or announced) 20%
 - In-class assignments 15%
 - Project work 15%
 - Book Summary 10 % **
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- **A detailed note on the Project Work, In-class assignments and Book Summary would be put up when the course begins*
 - *The Quiz would be a test of concepts and familiarity with the concepts, the End-Term and In-class assignments would be an application of concepts.*
 - *The first quiz would be held after 7th session with completion of EVP. The second quiz will be held anytime after 18th session after completion of Employee Engagment.*

*** A list of books would be provided. A book has to be selected by students in groups of two and its essence and import summarized for talent management. This needs to be submitted a week before the course end.*

Academic Integrity:

Students are expected to display academic integrity and abjure from any form of academic dishonesty in their submissions, assignments and examinations. Cases of plagiarism would be strictly dealt with.

NOTE: The above session plan and evaluation format may be tweaked depending on the nature of enrolment and consequent change in pedagogy. All changes would be announced.