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| **PROGRAM** | **Master of Business Administration** |
| **SEMESTER** | **4** |
| **COURSE TITLE** | **Talent Management and Employee Engagement** |
| **COURSE CODE** | **04MB0415** |
| **COURSE CREDITS** | **3** |
| **COURSE DURATION** | **40 Hours (40 sessions of 60 minutes each)** |

**Course Outcomes:**

* To discuss the process of linking talent management to organizational strategy and other HR practices.
* To create the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
* To design the strategies for talent development and succession planning.
* To evaluate the effectiveness of a Talent Management System
* To identify the issues associated with employee engagement and develop a strategy for employee engagement success.

**COURSE CONTENTS:**

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| **Unit No** | **Unit / Sub Unit** | **Sessions** |
| **I** | **Introduction to Talent Management:** Meaning, History, Scope, Need of Talent Management- Benefits and Limitations of Talent Management-Principles of Talent Management-Sources of Talent Management- Talent Gap: Meaning, Strategies to Fill Gaps- The Talent Value Chain- Role of HR in Talent Management- Role of Talent Management in Building Sustainable Competitive Advantage to an Organization | 8 |
| **II** | **Talent Management System:** Introduction, Key Elements of TMS -Critical Success Factors to Create TMS- Building Blocks of Effective TMS- Life Cycle of Talent Management – Steps in Talent Management Process, Importance, Essentials of Talent Management Process- Approaches to Talent Management- Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies- Talent Management and Succession Planning. | 10 |
| **III** | **Competency Management and Competency Mapping:** Concept of Competency and Competence- Types of Competencies, Benefits and Limitations of Implementing Competencies- Iceberg Model of Competency- Competency Management – Meaning, Features, Objectives, Benefits and Challenges- Competency Development: Meaning and Process- Competency Mapping: Meaning, Features, Need and Importance- Methods of Competency Mapping-Steps in Competency Mapping | 9 |
| **IV** | **Contemporary Issues and Current Trends in Talent Management:** Talent Management Information System- Contemporary Talent Management Issues and Challenges- Current Trends in Talent Management- Best Practices of Talent Management- Ethical and Legal Obligations Associated with Talent Management- Talent Management in India- Role of Information Technology in Talent Management Systems- HR Analytics for Talent Management Processes | 8 |
| **V** | **Talent Engagement and Retention**:  Introduction, Concept of Talent Engagement, Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention, Strategic Compensation plan for Talent Engagement, Talent management and Corporate restructuring. | 7 |

**EVALUATION:**

The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:

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|  | **Component** | **Weightage** |
| A | Continuous Evaluation Component (Assignments / Quizzes /  Class Participation etc.) | 20% (C.E.C.) |
| B | Internal Assessment | 30% (I.A.) |
| C | End-Semester Examination | 50% (External assessment) |

**SUGGESTED READINGS:**

**Text Books:**

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| **Sr. No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year** |
| **T-01** | Swathi Padoshi | Talent and Competency Management | Himalaya Publishing House | 1st |
| **T-02** | Lance A Berger, Dorothy R Berger | Talent Management Hand Book | Mcgraw Hill | 13th |
| **T-03** | Hasan, M., Singh, A. K., Dhamija | Talent management in India: Challenges and opportunities | Atlantic Publication | Latest |

**Reference Books:**

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| **Sr. No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year** |
| **R-01** | Dessler Gary | A Framework for Human Resource Management | Pearson | 7th |
| **R-02** | Armstrong, Michael | A Handbook of Human Resource Management Practice | Kogan Page Publication | Latest |
| **R-03** | Pattanayak Biswajeet | Human Resource Management | PHI Learning Pvt. Ltd. | Latest |