

Amrita School of Business
Amrita Vishwa Vidyapeetham
Coimbatore

Term IV (June – Sep 2019)

Course Title:	Talent Acquisition and Development
Course Code:	HR503E
Credits:	3
Total Sessions:	24
Course Instructor:	Dr R G Priyadarshini
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Course Link:	https://drive.google.com/open?id=12ssCA5C5GMg-orDhPGUxHLqt2f3S4wwE
Office:	S16
Office hours:	Tuesday 2 pm – 4 pm
Course contributes mostly to:	Employability/ Skill Development/ Value-add

Course Description

In the light of dynamism in the business environment, effective and efficient planning and utilization of human resources is an essential feature for sustenance and growth in organizations. Talent Acquisition and Development forms an integral component in facilitate the need of organizations in this respect. Its proactive processes not only form a blue print of planning for deployment of human capital in line with organization &/or business unit strategy, but help in anticipating & preparing flexible responses to strategic requirements of the organization.

Course Objectives

This course comprises of two important components: the Talent Acquisition part and the Talent development part. Talent Acquisition involves establishing human resource objectives, forecasting human resource supply and demand, designing and implementing programs that would integrate the human resource objectives with the forecasts and monitoring and evaluating the implementation of the plan in sync with the organizational priorities. Talent development involves processes and initiatives that integrate employee competencies with business strategy and includes opportunities such employee career planning, succession planning, and coaching and mentoring.

The main objectives of the course therefore may be stated as

- (i) Understand the framework of Talent Acquisition and development in the context of business realities
- (ii) Develop processes and methodologies for manpower selection and development
- (iii) Formulate strategies for the effective implementation of talent acquisition strategies

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and integrative Thinking*', '*Societal and Environmental Awareness*' and '*Leadership*' learning goals. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, '*Effective written and oral communication*'.

CO \ LG	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
C01	3	2	1	2	2
C02	3	2	2	2	2
C03	3	2	2	2	2

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Unit-wise scope for outcomes and Bloom's taxonomy

Talent Management and Development is an intense application oriented program, facilitating learning on the analytical, critical thinking, evaluating and implementing paradigms.

Bloom's Levels of Learning	CO 1	CO 2	CO 3
Creating		X	X
Evaluating		X	X
Analyzing		X	X
Applying		X	X
Understanding	X	X	X
Remembering			

Structure of the course

This course discusses talent management issues in organizations through Talent Acquisition part and the Talent development part. Talent Acquisition involves establishing human resource objectives, forecasting human resource supply and demand, designing and implementing programs that would integrate the human resource objectives with the forecasts and monitoring and evaluating the implementation of the plan in sync with the organizational priorities. Talent development involves processes and initiatives that integrate employee competencies with business strategy and includes opportunities such employee career planning, succession planning, and coaching and mentoring. Participants gain strong hands-on building and working on talent management models and are able to provide interventions to critical talent management issues

Pedagogy

Talent Acquisition and Development is an integrative strategic process which requires a strong combination of theory and practical applications. In lieu of this, the participants are provided a strong theoretical foothold and applications to show how various systems are practiced in actual organizations, The courses uses extensive hands-on methodologies like cases, problems and real-time scenarios and assignments so that they can integrate theoretical concepts with practical issues.

Assessment (Grading Policy: Relative)

S. no	Assessment exercise	Description	Weight
Group assessment (25%)			
1	Case discussion	<i>Participants in groups analyse a case critical to talent management concepts and theories</i>	15
Individual Assessment (75%)			
1	Attendance	<i>Expected attendance, as per the rules</i>	5%
2	Assignment	<i>Participants work on assignments to develop hiring plans and on career development plans for specific organizational scenarios</i>	30
3	Mid-term examination	<i>An open book exam with emphasis on the ability to apply and appreciate learning principles and theories and models to case scenarios</i>	20%
4	End-term examination	<i>An open book exam with emphasis on designing specific effective learning and development initiatives in specific organizational contexts</i>	30%

Session	Topic	Readings
1	Aligning HR with Strategy and the Strategic HR planning model	Handout: Strategic HR planning
2	Defining Staffing needs	Handout: Defining Staffing Needs
3	Ascertaining Manpower demand	Handout: Forecasting Demand Exercise
4	Ascertaining Manpower supply	Handout: Forecasting Demand Exercise
5	Recruitment: process and sources	Chapter 1 – An introduction to Selection (Gatewood, Field and Barrick) <u>Article Review:</u> 1. The future of Recruiting- Social Networking 2. Ensuring ROI in Recruitment Outsourcing
6	Concerns of GenX , GenY and GenNext in talent Management	Article Review: 1. The changing face of the generations at Work 2. Getting HR ready for GenY 3. Ambitions of GenNext
7	Issues in Talent Management	<u>Cases:</u> 1. Succession planning
8		2. Downsizing 3. Managing mergers
9	Talent Engagement and employee productivity	Handout: Talent Engagement and Commitment Article Review
10	Talent engagement models	Handout
11	Human Resource Measurement in Selection	Chapter 3 (Gatewood, Field and Barrick) <u>Article Review:</u> Is Hiring Metrics playing a greater role
12	Measures of reliability and validity in selection	Chapter 4, 5 (Gatewood, Field and Barrick)
13	Selection Decision making	Chapter 6 (Gatewood, Field and Barrick)
14	Job Analysis in HR selection	Chapter 8 (Gatewood, Field and Barrick)
15	Application forms and Biographical data, Ability testing	Chapter 9, 10 (Gatewood, Field and Barrick)
16	Interview: types, components	Handout to be issued Exercise
17	Behavioral Event Interviewing	Handout to be issued
18	Psychometric testing and Assessment Centers	Handout to be issued Exercise
19	Personality Testing	Chapter 13 (Gatewood, Field and Barrick)
20	Career planning	Handout: Managing interests, values, skills and preferences
21	Career Development: issues and challenges	Career anchors and career development Exercise
22	Role of Mentoring and Coaching in talent management	Handout
23, 24	Case Presentation	

Course Requirements

Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term. The course demands **study efforts of 6 hours/week outside classroom (3 hours for every one session of class). Preparation is mandatory for attending the classes.**

Text Books

Human Resource Selection: Gatewood, Field and Barrick, Cengage Learning

Staffing Organizations: Herbert Heneman and Timothy Judge, McGraw Hill

Strategic Human Resource Planning: Monica Belcourt and Kenneth J McBey, Cengage Learning