

Department of Management
Amrita Vishwa Vidyapeetham
Amritapuri

Term V (September – December 2018)

Course Title: Talent Management

Course Code: HR506E

Credits: 3

Total Sessions: 24

Course Instructor: Anju Kamal

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Course Link:

Office: FR8

Office hours:

Course contributes mostly to: Employability/ Entrepreneurship/ Skill Development/ Value-add

Course Description

(Give overall perspective of the course)

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

Course Objectives (COs)

(Specify the skills/ benefits that students will build during the course. You can have 5 to 7 COs)

- 1) To help learners understand the framework of Talent Management in the context of business realities
- 2) To Develop participants' knowledge about the processes and methodologies involved in the design of Talent Acquisition planning and development
- 3) To develop competence in formulating strategies for their effective implementation.
- 4) To build process skills to work collaboratively to improve performance
- 5) To enable learners to work across strategic, tactical, and operational levels to align actions to ensure optimal utilisation of human resources

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

Each CO should be mapped to the five learning goals set for the MBA program. Below table is given for your reference and should be updated as per your course objectives. Please do not change LGs.

Here you have to mention in writing, how your course is going to contribute to each LG. You may specify the activities or assignments in the course that will ensure attainment of each LG (wherever relevant).

The learner will be trained on Talent Acquisition practices which 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. These insights would enable the learner to make good decisions thus exercising critical and integrative thinking. The Assignments and presentations ensure that the requirements for written as well as oral communication are met. Talent development involves processes and initiatives that integrate employee competencies with business strategy and includes components such as employee training, employee career development, coaching, succession planning, and organization development. Some cases discussed in class have a focus on greater good while making decisions which involves the ethical reasoning component. Certain case discussions and role plays focus on the ability to analyse and take decisions keeping in mind the challenges involved in workforce planning giving an over view of the holistic picture of the Organization, which will nurture the learners leadership skills.

Change the values in the below table according to your Cos.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
C01	3	3	3	3	3
C02	2	2	2	2	1
C03	2	2	2	3	3
C04	3	2	2	2	2
C05	3	2	2	2	3

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

Unit-wise scope for outcomes and Bloom's taxonomy

Please mention how your course is designed to focus on the Bloom's learning levels mentioned in the below table.

The course encourages the learner to understand that Talent Management is an integrative organizational process. 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, Tools like effective recruitment process, reliability and validity of the selection instruments, challenges in talent management, and job analysis is covered in the course. The basic idea behind different types of tests used in selection and the role of Cognitive, Behavioural and Social learning theories in talent management and the concepts of Career development is a part of the course. The learners apply them in decision making while analyzing case studies. The course encourages learners to work in groups and understand the application of these theories while doing class works together. The course develops creative problem solving by helping the learner understand the different workplace challenges and how to make decisions keeping a focus on the best selection methods. The case study analysis, class works done in groups and role plays enable the learner to apply, understand and recall the basic concepts of Talent Management in an Organization.

After the write-up, update the relevance in below box also.

Bloom's Levels of Learning \ CO	CO 1	CO 2	CO 3	CO 4	CO 5
Creating	X	X	X	X	X
Evaluating	X	X	X	X	X
Analyzing	X	X	X	X	X
Applying	X				X
Understanding	X	X	X	X	X
Remembering		X			X

Structure of the course

The course begins with an introduction of the necessity of understanding the Talent Management practices in an Organization. In the next part students learn about staffing needs, Manpower forecasting, and recruitment processes. The next module comprises of various challenges in Talent Management and the reliability and validity of selection instruments. The following section is about different types of Interviews, Psychometric testing, Assessment centres and Personality testing. The role of Role of Cognitive, Behavioral and Social learning theories in talent management is covered in the next section and the final section consists of career development initiatives, issues and challenges. Case studies would be part of class discussions after each chapter. Role plays and relevant audio-visual materials are part of the course.

Pedagogy

- Case study Analysis and discussions
- Individual and Group presentations
- Videos
- Role plays
- Exams
- Assignments

Assessment (Grading Policy: Relative)

S. no	Assessment exercise	Description	Weight
Group assessment			
1	Group Project	Students are given cases to analyze and formulate creative solutions in a group which enables them to apply the concepts learned	20%
Individual Assessment			
1	Assignments	Students are given cases to analyze and formulate creative solutions individually which enables them to apply the concepts learned	10%
2	Mid- term Exam	An exam to evaluate the mid course assimilation of students	30%
3	End-term Exam	Final Exam	40%

Course Requirements:

An open and healthy mindset to foster learning

Attendance is mandatory except under certain unavoidable circumstances

A basic understanding of all 1st year courses is pre-requisite.

All written assignments and class works for this class should be typed and grammatically and logically correct

Students are expected to take the examinations and submit assignments as per deadlines. Late submissions will not be accepted.

Course Text

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

Effective Training: Nick Blanchard and James Thacker, Prentice Hall of India Session Plan (please add rows and columns as per your course requirements)

Session Plan (please add rows and columns as per your course requirements)

SN NO	TOPIC	CLASS PREPARATION	POST-CLASS READING
1	Introduction to Aligning HR with Strategy and the Strategic HR planning model Strategic HR planning		
2	Defining Staffing needs Handout: Defining Staffing Needs Ascertaining Manpower demand Handout: Forecasting Demand		

3	Recruitment: process and sources	Article Review: 1. The future of Recruiting- Social Networking	2. Ensuring ROI in Recruitment Outsourcing
4	Concerns of GenX , GenY and GenNext in Talent Management	Article Review: 1. The changing face of the generations at Work	
5	Issues in Talent Management Cases:		1. Succession planning at GE 2. Downsizing at Aegis Incorporation 3. Managing merger at ICICI
6	Talent Engagement	Role play	1. Unleashing the power of Human Capital in ONGC
7	Human Resource Measurement in Selection	Article Review: s Hiring Metrics playing a greater role	Case: Performance Management at Infosys Case: Building an Assessment Center at Dr. Reddy's
8	Measures of reliability and validity in selection		Review: BSC Framework
9	Job Analysis in HR selection		
10	Interview: types, components Behavioural Event Interviewing	Role play	
11	Psychometric testing and Assessment Centres	Handout to be issued Exercise	
12	Personality Testing		
13	Career Development initiatives		

Contribution to Placements

(Please state how your course will help the student to get placed in a good company)

Learners get a thorough understanding of the basics of Talent Management and the challenges related to recruitment and selection which would enable them to identify their strengths and weakness and develop themselves to be fit for the company and job that would be apt for them. The presentations, role plays and class discussions helps to improve their communication skills which would boost their confidence during placements. Through role plays students learn to practice different types of Interviews and in a relatively low risk environment like the classroom. This enhances their confidence levels while attending Interviews.