

# GUJARAT TECHNOLOGICAL UNIVERSITY

## MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – III) (W.E.F. Academic Year 2018-19)

**Subject Name: Talent Management (TM)**

**Subject Code: 3539289**

### 1. Learning Outcomes:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
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- Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
- In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

2. **Course Duration:** The course duration is of **36 sessions of 75 minutes** each.

### 3. Course Contents:

| Module No. | Modules with its Contents/Chapters  | No. of Sessions | Marks (out of 70) |
|------------|---|-----------------|-------------------|
| I          | <b>Introduction to Talent Management</b><br>Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention,<br>Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent. | 7               | 10                |
| II         | Talent Acquisition:<br>Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools Recruitment Process, Strategic Trends in Talent Acquisition,   | 14              | 25                |

|            |   |     |                |
|------------|---|-----|----------------|
|            | Talent acquisition management solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews  |     |                |
| <b>III</b> | <p><b>Elements of Talent Management</b><br/>The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management</p> <p><b>Talent Management Strategy</b><br/>Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development</p>   | 7   | 17             |
| <b>IV</b>  | <p><b>Employee Retention:</b> Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model</p> <p><b>Contemporary Talent Management Issues and challenges</b></p>  | 11  | 17             |
| <b>V</b>   | <p><b>Practical Application with reference to strategic Perspective</b><br/>Functional Skills Measurement</p> <ol style="list-style-type: none"> <li>1. Laying foundation of critical thinking Cases+ Exercise Skills</li> <li>2. Developing students to strategically Exercise+ Case formulate talent management tools.</li> <li>3. Developing analysis of multiple Case/Workshop perspectives of Talent Management</li> <li>4. Developing an understanding of how Case to manage other people (i.e. their subordinates or peers) and themselves with regard to career-related issues</li> </ol> | --- | (30 marks CEC) |

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Selected cases covering major courses.
- (b) Projects/Assignments/Quiz/Class Participation, etc.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following Elements:

|          |   |                                |
|----------|---|--------------------------------|
| <b>A</b> | Continuous Evaluation Component comprising of Presentation, Projects, Class test/ Quiz, MCQs etc) | Internal Assessment- 50 Marks) |
| <b>B</b> | Viva For the project undertaken as per module 5   | (Internal Assessment-30 Marks  |
| <b>C</b> | End –Semester Examination   | External Assessment-70 Marks   |

**6. Reference Books:**

| <b>Sr. No.</b> | <b>Author</b>                    | <b>Name of the Book</b>                                  | <b>Publisher</b>       | <b>Edition</b>   |
|----------------|----------------------------------|--|------------------------|------------------|
| 1              | Dessler Gary                     | A Framework for Human Resource Management,               | Pearson                | 7 <sup>th</sup>  |
| 2              | Dessler Gary, Varkkey Biju       | Fundamentals of Human Resource Management,               | Pearson                | 14 <sup>th</sup> |
| 3              | Lance A Berger, Dorothy R Berger | Talent Management Hand Book                              | Mc.Graw Hill           | 13 <sup>th</sup> |
| 4              | Hasan, M., Singh, A. K., Dhamija | Talent management in India: Challenges and opportunities | Atlantic Publication   | Latest           |
| 5              | Armstrong, Michael               | A Handbook of Human Resource Management Practice         | Kogan Page Publication | Latest           |
| 6              | Pattanayak Biswajeet             | Human Resource Management                                | PHI Learning Pvt. Ltd. | Latest           |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.