



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB03092181

Course / Subject Name : Talent Acquisition and Management

w. e. f. Academic Year:	2025-26
Semester:	3
Category of the Course:	MDC/Elective

Prerequisite:	Any Graduate
Rationale:	In today's competitive global environment, organizations can no longer rely solely on traditional HR practices to gain a sustainable advantage. Instead, they must focus on systematically identifying, attracting, developing, and retaining talent that aligns with strategic business goals. The Talent Management course equips students with practical tools and conceptual frameworks to manage talent in dynamic organizational contexts. The course also addresses the dual perspective of managing organizational talent and one's personal career trajectory. Emphasis is also placed on real-world challenges such as retention, succession planning, employer branding, and strategic compensation — all of which are crucial for sustaining high performance and competitive edge.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Define the basic concepts of talent management, including talent acquisition, retention, and succession planning.	Remember
02	Explain the significance of aligning talent strategies with organizational goals and culture.	Understand
03	Apply methods such as job analysis, HR planning tools, and recruitment techniques to attract and acquire talent effectively.	Apply
04	Analyze various employee retention strategies, talent audits, and performance management practices to assess their impact on organizational excellence.	Analyse
05	Evaluate integrated reward systems, leadership development, and career management frameworks for sustainable talent development.	Evaluate

*Revised Bloom's Taxonomy (RBT)

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	0	0	3	70	30	50	0	150



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Course Content:

Unit No.	Content	No. of Hours	% of Weightage
1.	Introduction to Talent Management 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, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.	8	25
2.	Talent Acquisition: 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, 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	12	25
3.	Elements of Talent Management 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 Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development	13	25
4.	Employee Retention: 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, Contemporary Talent Management Issues and challenges.	12	25



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5	Practical Application with reference to strategic Perspective Functional Skills Measurement 1. Laying foundation of critical thinking Cases+ Exercise Skills 2. Developing students to strategically Exercise+ Case formulate talent management tools. 3. Developing analysis of multiple Case/Workshop perspectives of Talent Management 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	--	--
Total		45	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
20	20	20	20	20	-

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

Suggested Case Study: Appropriate cases from book can be taught in classroom.

References/Suggested Learning Resources:

(a) Books:

1. Lance A Berger, Dorothy R Berger, *Talent Management Handbook*, 13th Edition, McGraw Hill.
2. Dessler Gary, *A Framework for Human Resource Management*, 7th Edition, Pearson.
3. Dessler Gary, Varkkey Biju, *Fundamentals of Human Resource Management*, 14th Edition, Pearson.
4. Hasan, M., Singh, A.K., Dhamija, *Talent Management in India: Challenges and Opportunities*, Latest Edition, Atlantic Publication.
5. Armstrong, Michael, *A Handbook of Human Resource Management Practice*, Latest Edition, Kogan Page.
6. Pattanayak, Biswajeet, *Human Resource Management*, Latest Edition, PHI Learning Pvt. Ltd.

(b) Open source software and website:

Google Books link to the selected content in the Handbook appearing at No. 1 above
books.google.co.in/books?id=V7YS8eyAtMQC&printsec=frontcover#v=onepage&q&f=false



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CO- PO Mapping:

Semester 3	Course Name : Talent Acquisition and Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	1	1	1	1	1
CO2	2	3	2	2	2
CO3	3	3	2	3	2
CO4	2	3	2	3	2
CO5	3	3	2	3	2

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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