Mandatory 3

Programme Name: M.Com (Business Management)

Course Name: Talent Management

Total Credits :04 **Total Marks:100**

University Assessment: 50 **College Assessment: 50**

Prerequisite:

Learning Objectives

a) To enable the learners to internalise their strengths , work on their capabilities through understanding the concept and importance of talent management

b) The course would enable the students to understand the growing importance of talent management in day to day life of a person.

c) To acquaint the learners with understanding talent management and its benefits in work place

Course Outcomes

C1. Understand the concept of Talent Management

C2. Analyse the attributes contributing to talent management

Module 1

Unit 1 Talent Management

A. Meaning of Talent Management, McKinsey (1990) definition of Talent Management, Challenges of Talent Management like ------ Ignorance of 'B-players, changing workforce demographics, fill the gap between Talented Employees and Potential Talent, absence of a clear plan and strategy to develop skills and capacity at all levels for all employees, Demand - Supply Gap, Transparent Talent Management System, Senior Employees, Gap between corporate requirements and Educational System, Cost Factor, Talent Retention, Higher salaries and good working environment, Fair Performance Management System, Succession Planning, Career Management

B. Functions of Talent Management, 3Cs of Talent Management – Competency, Commitment and Contribution, Talent Acquisition, Talent Management and Organizational Culture, Talent Management Implementation – Top Management Perspective, Human Resource Managers' Perspective

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Unit 2 Talent Management Practices

A Job Related Factors of --- Job Design, Role Design, Job Rotation, Career Development, Succession Planning Recruitment & Selection Related Factors of Talent Management Internal Recruitment, External Recruitment, Selection Process Techniques

B. Training & Appraisal Related Factors of Talent Management **–** Internal Coaching, Mentoring & Buddy System, Performance Management System, 360 degree feedback and rigorous assessment Employee Key Related Factors of Talent ManagementEmployee Engagement**,** Employee Retention**,** Employee Performance, HR System,

Compensation management

Module 2

Unit 3 Talent Management in Indian Service Sectors & Public Sector Undertakings

A. Meaning of Indian Service Sectors, Talent Management in Indian Service Sectors – Oil & Gas Sector, Insurance Sector, Banking Sector, Education Se4ctor, Power Sector, IT Sector , Hotel Industry, Health Care sector

B. Meaning of Public Sector Undertakings, Talent Management inPublic Sector Undertakings- Rashtriya Chemicals & Fertilizers Limited (RCF), Public Sector --Railways

Unit 4 Talent Crunch

A. Meaning of Talent Crunch, Talent Crunch Constituents ----- Industry rigid Policies of Recruitment, selection and retention of employees, Academia – Conventional Education versus Professional Education, Government machinery factors contributing to talent crunch – Nepotism and Redtapism

B. Government Driven measures to tackle talent crunch problems- Making Primary and Secondary Education and higher education relevant to Industry needs, National Education Policies --- 1986 and NEP 2020, Role of Government and Industry/Organisations in building skilled talents in youth ----- Ministry of Skill Development and Entrepreneurship (MSDE), Indian Chamber of Commerce for Affirmative Action (ICCAA), National Council of Educational Research and Training (NCERT), Institute of Chartered Accountants of India (ICAI), Confederation of Indian Industry (CII)

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Reference

1. Scott Keller and Mary Meany- Attracting and Retaining Talent , November 2017, Mckinsey& Company
2. StaffanNilson, Per-Erik Ellstrom, 2012, Employability and talent Management challenges for HRD Practices , European Journal for Training and Development Vol 36, No 1
3. Michaels Ed, Helen Handfield - Jones , Beth Axelrod, 2001—The War for Talent, Harvard Business School Press, McKinsey&Company,Inc, USA
4. Matthew Guthridge, Asmus B Kommamd Emily Lawson, 2008, Making Talent a strategic Priority, The Mckinsey Quarterly : The Online Journal of Mckinsey& Co

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