STRATEGIC TALENT MANAGEMENT
23MBPE683

(COURSE HANDBOOK)

MBA

COURSE HEAD:

Asst. Prof. Pradeep Kumar B R

1. GENERAL INFORMATION

Welcome to Strategic Talent Management!

This handbook is designed to guide you through the course, providing an overview of its objectives, learning outcomes, and structure. It serves as a roadmap for understanding importance of Strategic talent Management and its impact on the overall performance of the organization.

In today's competitive business landscape, organizations must effectively attract, develop, and retain top talent to sustain growth and success. The Strategic Talent Management course equips aspiring MBA students like you with the knowledge and skills to build and manage a high-performing workforce. This course explores the key concepts of talent as the driving force of the modern economy, differentiating between talents and knowledge workers while understanding the talent value chain and talent-friendly organizational structures**.**

A core focus is on the talent management process, covering talent planning, succession management, and integrating career growth strategies with business needs. You will learn how to design succession planning programs; create strategic workforce development plans, and use tools like the balanced scorecard and talent development budgets to align talent initiatives with organizational goals.

Beyond talent acquisition, this course emphasizes talent development and retention strategies such as coaching, employee engagement, and leveraging analytics for decision-making.

By the end of the course, you will be equipped with strategic frameworks to develop a resilient and adaptable workforce, making them valuable assets in any organization. This course is ideal for future HR leaders and business strategists looking to master the art of managing talent in a dynamic business environment.

1.1. Course Objectives
This course is designed to

- **Acquaint with the knowledge** to develop and retain the best talents in the industry
- **Prepare students** for a career in Talent Management.
- **Impart the concepts** of competency and its usage in evaluating a person's work
- **Provide knowledge** on different tools in identifying required competencies in a person.

1.2.Course Outcomes

At the end of the course, the student will be able to:

CO1: Describe how to develop and retain best talents in the industries.
CO2: Summarize the methods of coaching to retain skilled workforce.
CO3: Identify the competencies relevant to specific roles.
CO4: Outline the concepts of competency and its usage in evaluating a person's ability.
CO5: Identify the right performance measurement tool build required competencies.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

> Key Text Books:
> 1. Gowri Joshi, Veena Vohra, "Talent Management", 13th edition, Cengage Learning, 2018.
> 2. Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010.

Reference Books:
1. Lyle M. Spencer, Signe M. Spencer, "Competence at work-Models for superior performance" 1st Edition, Wiley India, 2008.
2. Srinivas R Kandula, "Competency based human Resource Management" 2nd Edition, PHI Learning, 2013.

1.4. Self-Study Course

In this course, students are suggested to complete the non-mandatory course of "Strategic Talent Management Course" offered by Great Learning. This course provides you with valuable skills to be successful at the corporate and prepare you with the knowledge and skills needed to excel in the dynamic field of Strategic Talent Management. This preparatory work will support your success throughout the course and beyond.

2. THE COURSE

2.1. Course Description

STRATEGIC TALENT MANAGEMENT			
Semester	**IV**	CIE Marks	**50**
Course Code	**23MBPE683**	SEE Marks	**50**
Teaching Hours/Week(L:T:P)	**3:0:0**	Exam Hrs	**03**
Total Hours	**42**	Credits	**03**

The course Strategic Talent Management is designed to provide students with foundational knowledge about the role of Talent management in an organization. The course will run for 13 weeks during Semester IV and consists of 5 modules that cover

essential topics in Strategic Talent Management. Each week includes 3 lectures, delivered by Mr. Pradeep Kumar B R, focusing on theoretical concepts, and course-related activities. Spanning a total of 42 hours, this 3-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

2.2.Initiating Contact with Staff and Other Students

We encourage open communication and value your inquiries about the Course. However, given the large number of students in this course, we encourage that you use email, make office hours appointments and any other forms of correspondence thoughtfully. Before reaching out with administrative questions, please check if your query has already been addressed in previous communications or in the materials provided in this handbook and on our website. Additionally, we encourage you to engage with your peers for discussions and collaborative learning, as this will enhance your understanding of the course material and foster a supportive academic community.

2.3.Resources

Resources go beyond just books—they include dynamic tools like digital libraries, e-learning platforms, and research databases. These modern learning environments offer anytime, anywhere access to academic materials, interactive courses, and cutting-edge research, empowering students to explore knowledge and excel in their fields.

Students can access a variety of resources through the college website. These include the VTU Consortium, e-learning platforms, and additional sources like open-access repositories, government portals (e.g., NPTEL, NDLI), These digital tools provide access to e-books, research papers, video lectures, and interactive tutorials, offering flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section >Library>VTU Consortium/e-learning platforms/additional sources).

2.4.Staff

Course Convenor: Mr. Pradeep Kumar B R
Cabin: 3rd floor, PG Block
Email: pradeep@mite.ac.in

2.5.Topics and Reading materials for each module

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Module 1   *No. of Hours: 7*
- **Topic: Introduction**
  o Basics of Talent Management: Talent - engine of the new economy, difference between talents and knowledge workers, the talent value chain, elements of talent friendly organizations, talent management process, Benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management:

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- **Activities:**
    Students to view the below video resource and summarize the contents in the class.

  o Talent Retention
    https://www.youtube.com/watch?v=Pk8hN7lw_RA

- **Essential Readings:**
    1. Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010. Chapter 1.

Module 2   *No. of Hours: 8*
- **Topic: Talent Planning**

  o Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; CEO Succession planning.
- **Activities:**
  o Students will be encouraged to participate and contribute effectively in a Case Study. Students will be given case study material in advance and will be expected to come prepared make presentation in the class.
- **Essential Reading:**
  o Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010. Chapter 17.

- **Additional Reading:**
  o Gowri Joshi, Veena Vohra, "Talent Management", 13th edition, Cengage Learning, 2018. Chapter 4.

Module 3   *No. of Hours: 8*
- **Topic: Development and Retention of Talent**
  o Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system, Case studies.

- **Essential Reading:**
  o Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010. Chapter 2.
- **Additional Reading:**
  o Gowri Joshi, Veena Vohra, "Talent Management", 13th edition, Cengage Learning, 2018. Chapter 6

| **Module 4** | *No. of Hours: 9* |

- **Topic: Competency Mapping**
  o Concepts and definition of competency; types of competencies, competency-based HR systems, 5-level competency model, competency model development, competency models: people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, Role play about competency planning.
- **Activities:**
  o Assignment will be given to students to work on the competency model about which students have to research and write in the assignment book. This will enable students to dive in depth about concepts and also enhance conceptual knowledge.
- **Essential Reading**:
  o Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010. Chapter 5 & 6.

| **Module 5** | *No. of Hours: 10* |

- **Topic: Measuring performance**
  o Measuring Performance, Assessment and Development Centre: performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement, case studies.
- **Essential Reading:**
  o Lance A. Berger & Dorothy R. Berger, "The Talent Management Hand Book", 2nd Edition, Tata McGraw Hill, 2010. Chapter 7, 8 and 9.

- **Additional Reading:**
  o Gowri Joshi, Veena Vohra, "Talent Management", 13th edition, Cengage Learning, 2018. Chapter 9.

3. **ASSESSMENT**

The assessment for the Human Resource Audit module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments and presentation. 10 marks are allotted for Assignment on competency models. 10 marks are allotted for presentation of the case study.

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Assignment Evaluation (Total: 20 Marks/40% of CIE)

1. Assignment about competency model (10 Marks)

Criteria	10 Marks (Excellent)	9 Marks (Proficient)	8 Marks (Adequate)	7-5 Marks (Basic)	4-2 Mark (Unsatisfactory)
Creativity and Delivery	Highly creative in understanding and solving the case.	Creative, minor delivery gaps in delivery	Basic delivery, limited understanding and solution	Minimal effort	No meaningful participation
Subject Understanding	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

2. Presentation on Case Study (10 Marks)

Criteria	10 Marks (Excellent)	8 Marks (Good)	7-5 Marks (Fair)	4-2 Marks (Poor)
Management Levels	Clear, detailed explanation	Good explanation, minor gaps	Basic explanation, missing key details	Lacks understanding or incorrect info
Organizational Structure	Clear, well-defined structure	Clear, but some details missing/unclear	Unclear or incomplete structure	Poorly explained or missing components