17BB333-TALENT MANAGEMENT & SUCCESSION PLANNING

Course Objective:
To enable the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

Course Outcomes:
- To identify what drives the need for talent management in organizations today.
- To strategically manage the talent and performance in organizations.
- To implement proven strategies, tools, and processes to help manage talent and performance.
- To discover how to focus people more effectively on their performance by examining each phase of the performance management process.

UNIT - I
Talent Management: Introduction Talent Management - Meaning and significance of talent management - Aligning HRM goals to business, attracting talent, retaining talent - becoming the best employer by employer branding activities - inculcating performance culture, right sizing the workforce - work life balance initiatives - providing HR leadership to business.

UNIT - II
Competency Mapping: Competency Mapping - Features of competency methods, historical development, definitions - approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- tools for data collection, data analysis - validating the competency models,
Methods of Data Collection for Mapping: Observation, repertory grid, critical incidence technique - expert panels, surveys, automated expert system - job task analysis, behavioural event interview. - Developing competency models from raw data - data recording, analyzing the data.

UNIT - III
Employee Engagement: Employee engagement - meaning and significance - constituents of engagement, conceptual framework of engagement - behaviors associated with engaged employees, engaged, not engaged, actively disengaged - parameters to measure employee engagement - Q 12 model of Gallup, employee satisfaction survey.

UNIT - IV
Succession planning: Introduction, objectives, significance, process. Identifying managerial positions which are critical for the business. - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents - Taking up lateral hiring when there is discontinuity in the succession plans.

UNIT - V
Career Planning:
Career planning: Introduction, objectives, steps involved in career planning, Creating career growth opportunity. Mentoring employees for growth - Providing developmental job assignments, providing resources of learning and development opportunities - vertical promotions and horizontal postings to promote career progression - psychological contract and career anchors. *{T:1,2}*

Skill Development:
(*These activities are only indicative, the Faculty member can innovate*)

1. Find out the methods used by any FMCG company for competency mapping
2. Conduct a Study on work life balance of any 2 companies
3. Figure out employee engagement contributing factors of any 2 organisation's of educational and banking
4. Analyse the parameters taken into consideration for succession planning of any company of automobile industry.
5. Find out carrier growth plans of any 2 IT sector companies

TEXT BOOKS:
1. Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003, ISBN - 007143612X, 9780071436120.
2. Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, ISBN - 812651633X, 9788126516339.
3. Sanghi, Seema, The Handbook of Competency Mapping, SAGE(Response Books), New Delhi, 2004, ISBN - 076199842X, 9780761998426.

REFERENCE BOOKS:
1. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International. Chowdhary, Subir, Organization 2IC**,** Pearson Education, New Delhi.