COURSE CONTENT

TALENT AND PERFORMANCE MANAGEMENT								
II YEAR I SEMESTER								
Course Code	**Category**	**Hours/Week**			**Credits**	**Maximum Marks**		
		L	**T**	**P**	**C**	**CIE**	**SEE**	**Total**
25MB020H1	**CORE**	4	0	-	4	40	60	100
Contact Classes:60	**Tutorial Classes:** Nil	**Practical Classes:** Nil				**Total Classes:** 60		
Prerequisite: Basic concepts of Human Resource Management								

COURSE OVERVIEW:

This course provides a strategic overview of how organizations identify, manage, and develop their human capital to achieve competitive advantage. It integrates two critical HR functions: Talent Management (TM) and Performance Management (PM). Students will explore foundational frameworks like McKinsey's TM Framework and the 9-Box Grid, alongside the practicalities of competency mapping and succession planning. The course further delves into the design of Performance Management Systems (PMS), focusing on KRAs, KPIs, and balanced scorecards, while addressing the legal and reward systems essential for employee motivation and organizational compliance.

COURSE OBJECTIVES:

- To provide an understanding of the importance of talent and performance management.
- To elucidate how companies integrate competencies with Talent management process.
- To help learn various aspects in performance management.
- To impart knowledge of the various aspects in PMS Process and implementation.
- To elaborate on Employee development, Reward & Legal Systems.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Understand Talent Management Process along with its key components.
2. Learn the significance of performance management and employee development in organizations.
3. Learn different approaches to Performance Management System.
4. Understand KRA's and KPI's and performance metrics.
5. Identify the importance of reward systems in organizations.

Unit – I: Foundations of Talent Management (TM): Definition, Meaning, Importance, Objectives and Scope of TM. Evolution and development of TM. Need for and Imperatives of TM

in modern organizations. Models of TM: McKinsey's TM Framework, Deloitte's TM Wheel, Ulrich's TM Model and CCL's 70-20-10 Model. TM as a competitive advantage for organizations. Role of HR in TM. Key challenges in managing TM today.

Unit – II: Competency based Talent Strategies: Importance of Competencies for TM. Competency Mapping, Assessment and Development. Integration of Competencies with Performance Management, Talent Development, Career Development, Succession Planning and Talent Retention. Employee Succession using 9-Box Talent Management Grid. Leadership Development through identification high-potentials, development of a strong Pipeline cum Bench Strength.

Unit – III: Introduction to Performance Management (PM): Importance of Performance Management. Contribution of PM. Disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy. Use of Technology in PMS.

Unit – IV: PMS Design & Execution: Performance Planning & Agreement on Goals, Setting Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Monitoring Performance, Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

Unit – V: PM: Employee Development, Reward & Legal Systems: (a) Employee Development: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. (b) Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad- banding. (c) Legal Systems: PMS and Law, Legal Principles affecting PMS.

TEXT BOOKS:

1. Gowri Joshi, Veena Vohra (2018), *Talent Management*, 1st Edition, Cengage Learning.
2. Lance A. Berger, Dorothy R. Berger (2018), *The Talent Management Handbook*, 3rd Edition, TMH Education.
3. Herman Aguinis (2013), *Performance Management*, 3rd Edition, Pearson.

REFERENCE BOOKS:

1. Seema Sanghi (2016), *The Handbook of Competency Mapping*, 3rd Edition, Sage Publishers.
2. Mamta Mohapatra, Swati Dhir (2021), *Talent Management*, 1st Edition, Sage Publications.
3. Sonal Minocha, Dean Hristov (2019), *Global Talent Management: An Integrated Approach*, 1st Edition, Sage Publications.

ELECTRONIC RESOURCES:

1. **Society for Human Resource Management (SHRM):** www.shrm.org
2. **Association for Talent Development (ATD):** www.td.org
3. **NPTEL:** Video lectures on Strategic Human Resource Management and Performance Management.
4. **Harvard Business Review (HBR):** Articles on "The New Rules of Talent Management" and "Performance Management Revolution."

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos