

INDIAN INSTITUTE OF MANAGEMENT AMRITSAR
Advanced General Management Program
Course Outline

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| Course Code and Course Title | Talent Management and Development |
| Total no. of sessions | 10 |
| Session Duration | 75 minutes |
| Module | II |
| Year | 2023 |
| Instructor(s) | Prof. Sweta Singh |
| Contact Details | swetas@iimamritsar.ac.in ; |
| Consultation | Via email and zoom |

Introduction

Management of talent in the workplace is a matter of central concern to all managers and not only to HR professionals. Organizations today put a stupendous effort into attracting the right talent to their company but spend considerably less time engaging or retaining them. Therefore, all managers, irrespective of their functional areas, are called on to solve problems that involve significant talent management issues. This course will help you understand the range of activities that can be used to address these issues.

Learning Outcomes/Course Objectives

1. Determine talent management strategies to support an organization's objectives and goals
2. Define critical elements of a successful performance management system
3. Understand the critical issues and develop integrated systems to address issues related to the talent life cycle in organizations.

Pedagogy Used/Learning Process

This course will have significant learning happening from in-class exercises and discussions. Therefore, students are expected to attend all class sessions, go through all the assigned readings and come prepared and ready to contribute to the class discussions.

Session Plan

| Session | Module | Topic | Chapter No. / Reading material / Cases |
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| 1 & 2 | What do we mean by the term “talent” in talent management? And The changing landscape of HRM. | <ul style="list-style-type: none"> • Navigating the shifting landscapes of Talent Management • Efficient Diversity Management for Workplace Well-Being | <p>Readings: Cappelli, P. (2008). Talent management for the twenty-first century. <i>Harvard Business Review</i>, 86(3), 74.</p> <p>Ely, R. J., & Thomas, D. A. (2020). Getting serious about diversity. <i>Harvard Business Review</i>, 98(6), 114-122.</p> <p>End Imposter Syndrome in Your Workplace (H06GYS-PDF-ENG)</p> <p>In Class Activity</p> |

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| 3 & 4 | Understanding “Jobs” | <ul style="list-style-type: none"> Understanding Jobs and competencies Crafting Jobs | <p>Bapat (2018), Why You Should Let Employees Personalize Their Job Descriptions</p> <p>Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2008). What is job crafting and why does it matter. Retrieved from the website of <i>Positive Organizational Scholarship</i> on April, 15, 2011.</p> <p>In Class Activity</p> |
| 5 & 6 | Talent Identification | <ul style="list-style-type: none"> Understanding Recruitment and Selection Processes Employer Branding | <p>Readings: Markman, A. (2019). 3 Questions Hiring Managers Want You to Answer (Product #: H051EN-PDF-ENG)</p> <p>Tse et al., (2014). Resumes Are Messing Up Hiring (Product Number: H00WDR-PDF-ENG)</p> <p>Fuller et al. (2022). Skills-Based Hiring Is on the Rise (Product #: H06V65-PDF-ENG)</p> <p>In Class Activity</p> |
| 7 & 8 | The (un)intended consequences of Performance Management Systems | <ul style="list-style-type: none"> Objectives of Performance Management Challenges of Conducting Fair Performance Appraisal | <p>Reading: Ready, D. A., Conger, J. A., & Hill, L. A. (2010). Are you a high potential? <i>Harvard business review</i>, 88(6), 78-84.</p> <p>Tomas Chamorro-Premuzic PhD.(2019). 4 Reasons Talented Employees Don't Reach Their Potential, <i>Harvard Business Review</i></p> <p>In Class Activity</p> |
| 9 & 10 | Career Management and Work-Life Integration And The importance of Mentoring and Networking | <ul style="list-style-type: none"> Managing the Careers in the New Era The role of Networking and Mentoring | <p>Reading: Rebounding After a Career Disaster (Product #: IIR064-PDF-ENG)</p> <p>Ibarra, H. (2016). Misconceptions about networking. <i>Harvard Business Review</i>, 18.</p> <p>In Class Activity</p> |

Academic Standard and Honesty

Students are expected to comply with the academic standards with the right spirit and intent. Students should avoid resorting to any unfair means like cheating, plagiarism, falsification of academic material, misrepresentation of documents, selling and purchasing of academic assignments, violating IPR and copyright, distributing/sharing reading material with outsiders, and uploading any course content on different online portals. If any student is found to indulge in any malpractice (cheating, plagiarizing, and misrepresentation) in any of the academic activities, s/he shall be liable for punitive action as prescribed by the institute from time to time.