

Essential/recommended Readings (latest edition of readings to be used)

1. Dressler,G.&Varkey,B. (2017).*Human Resource Management*. New Delhi. Pearson Education.
2. Krishnamoorthy,R., Kamat,N. &Kamat,N.C. (2017). *Human Resource planning and Information system (with case studies)*. Himalaya Publishing House
3. Aswathappa A. (2018). *Human Resource Management, Text and Cases*. New Delhi. Tata McGraw-Hill.
4. Flippo,B.E., (2018). *Principles of Personnel Management*. New Delhi. McGraw-Hill Publications.
5. Bohlander,G.&Snell,S., (2008). *Human Resource Management*. New Delhi. Cengage Learning Private Limited.
6. Rao,S.,(2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-8)
DSE 8: TALENT AND COMPETENCY MANAGEMENT
Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Talent & Competency Management (DSE 8)	4	3	1	0	Class XII	Basics of Human Resource Management

Learning Objectives

- To equip the learners to the role of HR in the Talent Management System.
- To familiarize the learners with the Talent Management System and strategies.
- Enable the learners to develop, map and design competency models.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Describe the concept of Talent Management , Talent Gap Approaches to fill gap, role of building Sustainable Competitive Advantage.
- Apply the potential and appropriateness of talent development strategies, policies, approaches and methods with reference to relevant contextual factors.

- Analyse concept, types benefits models of Competencies
- Create the understanding of the Competency Development, Competency Mapping, Competency based HR applications.

SYLLABUS OF DSE 8

Unit 1: Introduction to Talent Management (9 Hours)

Meaning, Evolution, Scope, Significance, Benefits and Limitations of Talent Management, Principles of Talent Management, Sources of Talent Management, Attracting and Retaining Talent, Talent Management Grid, Talent Gap: Meaning and Approaches to Fill Gaps, Talent Value Chain, Role of HR in Talent Management, Role of Talent Management in Building Sustainable Competitive Advantage.

Unit 2: Talent Management System (TMS) and Strategies (12 Hours)

Meaning, Key Elements of TMS, Creation of TMS and Building Blocks for TMS, Life Cycle of Talent Management: Meaning and Process, Talent Management Process: Steps, Significance and Prerequisites, Approaches to Talent Management, Talent Management Strategies: Meaning and Development, Mapping Business Strategies and Talent Management Strategies, Talent and Succession Planning: Identifying key managerial positions, development of capabilities, lateral hiring in case of discontinuity in the succession plans.

Unit 3: Introduction to Competency (12 Hours)

Competence and Competency: Concept, Types of Competencies, Benefits and Limitations of Implementing Competencies, Competency Model: Concept, Significance and Development of Competency Model, Personal Competency Framework, Iceberg Model, Lancaster Model of Competency, Transcultural Managerial Competencies, Validation of Competency Models.

Unit 4: Competency Management (12 Hours)

Meaning, Features, Objectives, Benefits and Challenges, Competency Development: Meaning and Process, Competency Mapping: Concept, Features and Significance, Approaches to Mapping, Competency Mapping Procedures and Steps, Use of Assessment Centres in Competency Mapping, Types of Exercises, Competency based HR applications.

Essential/recommended Readings (latest edition of readings to be used)

1. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley.
2. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business driven*. Pearson Education.
3. Padoshi, S. (2018). *Talent and Competency Management*. Himalaya Publishing House.
4. Berger, L.A. & Berger, D.R. (2018). *The Talent Management Hand Book*. Tata McGraw Hill.
5. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. Sage Books.

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