INSTITUTE OF AERONAUTICAL ENGINEERING
(Autonomous)
Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

TALENT AND PERFORMANCE MANAGEMENT SYSTEMS							
III Semester: MBA							
Course Code	**Category**	**Hours / Week**			**Credits**	**Maximum Marks**	
		L	**T**	**P**	**C**	**CIA**	**SEE**	**Total**
CMBD35	**Elective**	4	-	-	4	40	60	100
Contact Classes: 45	**Tutorial Classes: Nil**	**Practical Classes: Nil**			**Total Classes: 45**		
Prerequisite: Human Resource Management							

I. COURSE OVERVIEW:

The aim of this course is to enhance understanding of the significance, implementation, and integration of training and performance management practices within organizational frameworks. It covers competency development, talent acquisition, performance planning, and legal aspects of performance systems, fostering a holistic approach to human resource development.

II. COURSES OBJECTIVES:

The students will try to learn:
   I.   The importance of talent and performance management.
   II. How companies integrate competencies with Talent management process.
   III. The various aspects in performance management.
   IV. The various aspects in PMS process, implementation and also employee development, Reward & Legal Systems.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

CO1	Develop the ability to design and implement effective training programs aligned with organizational goals
CO2	Enhance skills in aligning competency frameworks with various HR functions to optimize talent management strategies.
CO3	Develop proficiency in designing and implementing effective performance management systems linked to organizational strategy.
CO4	Explore the role of HR in performance management, determinants of performance, and different approaches such as traditional appraisal, MBO, and Balanced Scorecard.
CO5	Acquire the ability to execute the performance management process effectively, from planning to assessment and corrective action.
CO6	Explore personal development plans, 360-degree feedback, ongoing feedback, and coaching styles.

MODULE – I: INTRODUCTION TO TRAINING MANAGEMENT (TM) (09)
Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

MODULE - II: IMPLEMENTING COMPETENCY BASED TM (08)
Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

MODULE - III: PERFORMANCE MANAGEMENT (PM) (10)
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.

MODULE - IV: PMS PROCESS & IMPLEMENTATION (10)
Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

MODULE - V: EMPLOYEE DEVELOPMENT, REWARD & LEGAL SYSTEMS (08)
Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Sills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

V.TEXT BOOKS:
1. Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
2. Sonal Minocha,Dean Hristov: An Integrated Approach, Sage Publications,1e,2019.
3. Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
4. Lance A. Berger, Dorthony R. Berger,TMH Education, 3e,2018.
5. Jean Barbazette, "Training Needs Assessment: Methods, Tools, and Techniques" Wiley, 2014
6. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education, 4th Edition 2012.
7. Raymond A Noe, Amitabh De Kodwani, "Employee Training and Development", McGraw-Hill, 3rd edition .2012.
8. Employee Training and Development, Raymond A.Noe, TMH ,2009

V. REFERENCE BOOKS:
1. Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
2. Herman Aguinis, Performance Management, Pearson, 3e, 2013.
3. B.Rathan Reddy , "Effective Human Resource Training and development Strategy", Himalaya, 2009

4. Donald L. Kirkpatrck and James D.Kirckpatrck, "Evaluating Training programs", Tata McGraw Hill,2009

VII. Web References:

1. https://www.pdfdrive.com/employee-training-development-5th-edition-e163863603.html
2. https://www.pdfdrive.com/training-and-development-and-employee-performance-in-district-assemblies-e117414389.html

VIII. E-Text Books:

1. http://trainingstation.walkme.com/5-best-employee-training-books/
2. https://www.free-books.net/ebook/Human-Resources-Management-Course
3. http://www.e-booksdirectory.com/listing.php?category=439