



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		
CMBE36	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Human Resource Management								
SDGs Mapped: SDG 8 (Decent Work & Economic Growth), SDG 5 (Gender Equality)								

I. COURSE OVERVIEW:

This course focuses on Talent and Performance Management (TPM) as a strategic function for building organizational effectiveness. It provides an in-depth understanding of talent acquisition, development, retention, and performance measurement frameworks. Students will explore competency mapping, succession planning, performance management systems (PMS), coaching, reward systems, and legal aspects. The course equips learners to integrate talent strategies with organizational goals and drive sustained employee performance.

II. COURSES OBJECTIVES:

The students will try to learn:

- I. The importance of talent and performance management.
- II. The companies integrate competencies with Talent management process.
- III. The various aspects in performance management.
- IV. The various aspects in PMS Process and implementation.
- V. The Elaborate on Employee development, Reward & Legal Systems.

III. COURSE OUTCOMES:

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

- CO1 Describe the evolution, scope, and significance of Talent Management (TM) and its role in creating competitive advantage.
- CO2 Apply competency mapping and integrate competencies into performance, career, and succession planning processes.
- CO3 Analyze different performance management systems, approaches, and their strategic linkages with organizational goals.
- CO4 Design and implement performance planning processes, including KPIs, KRAs, metrics, and performance evaluations
- CO5 Evaluate employee development methods, feedback mechanisms, and reward systems for enhancing workforce productivity
- CO6 Examine the legal and ethical issues associated with performance management and apply them in organizational practices.

IV.COURSE CONTENT:

MODULE – I: FOUNDATIONS OF TALENT MANAGEMENT (TM) (09)

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.

MODULE - II: COMPETENCY BASED TALENT STRATEGIES (08)

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.

MODULE - III: INTRODUCTION TO 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. Use of Technology in PMS.

MODULE - IV: PMS DESIGN & EXECUTION (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 Skills 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

VI. 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. Kirkpatrick and James D. Kirkpatrick, "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>