

UNIT-1

MEANING AND IMPORTANCE OF TALENT MANAGEMENT

Talent management is an organization's ability to recruit, retain, and produce the most talented employees available in the job market. Talent consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization.

1. Designing and building a talent reservoir

In the modern businesses there is a curious contrast of super speciality (or micro segmentation) at the customer end and a broad fungibility of technologies at the service/product (development & manufacturing) end.

2. Segmenting the talent reservoir

Arguments in favor of exclusive Talent Segmentation stem from the idea that it should be a strategic priority to manage the employees who are most talented.



3. Talent management grid

Over a number of years Paula Higson has used and developed the Talent Management Grid™. This enables you and your management team to focus on talent and resources within your organisation and identify the different talents that emerging.

Talent Management Grid™			
	Is stretch in current role	Has potential to be developed in current role	Potential to be developed beyond current role in next 1-2 years
Performing beyond the level expected	Support & encourage	Recognise & stretch	Stretch & develop profile
Performing at the level expected	Support & encourage	Recognise & stretch	Stretch & develop profile
Performing below the level expected	Right role? What next?	Identify why. Support & develop	Identify why. Support & develop

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And you have the opportunity to ...

- to match the right person to a project
- to develop potential
- to draw on expertise
- to support people to perform better

4. Creating a talent management system

People are, undoubtedly the best resources of an organization. Sourcing the best people from the industry has become the top most priority of the organizations today. In such a competitive scenario, talent management has become the key strategy to identify and filling the skill gap in a company by recruiting the high-worth individuals from the industry.

Creating a talent management system

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- Sourcing the best people from the industry has become the top most priority of the organizations today.
- In such a competitive scenario,
 - talent management has become the key strategy to identify and filling the skill gap in a company by recruiting the high-worth individuals from the industry.
 - **Performance Appraisal:** Measuring the actual performance of an employee is necessary to identify his or her true potential. It is to check whether the person can be loaded with extra responsibilities or not.
 - **Career Planning:** If the individual can handle the work pressure and extra responsibilities well, the management needs to plan his or her career so that he or she feels rewarded. It is good to recognize their efforts to retain them for a longer period of time.

5. Succession Planning: Succession planning is all about who will replace whom in near future. The employee who has given his best to the organization and has been serving it for a very long time definitely deserves to hold the top position. Management needs to plan about when and how succession will take place.

- Streamline recruitment
- Encourage managers to reinforce workplace culture and values through their practices
- Identify competency gaps and offer resources such as training and development to fill them

- Provide relevant and agile learning opportunities

- Identify and reward high performers

6. Exit: The process ends when an individual gets retired or is no more a part of the organization

Talent Management Plan



Attract, retain and engage talent that is productive, and do so in a way that optimizes process, technology and resource



Attract, retain and engage talent that strives toward excellence, precision and continuous improvement



Attract, retain and engage talent that is entrepreneurial, creative and proactive by focusing on a unique and compelling employee value proposition



Attract, retain and engage talent that builds strong customer relationships by empowering people, emphasizing teamwork and focusing on long-term development



Attract, retain and engage talent willing to be brand ambassadors by building a community where employees feel deep commitment and pride

UNIT-II

COMPETENCY

Meaning

Group of independent servers (usually in close proximity to one another) interconnected through a dedicated network to work as one centralized data processing resource. Clusters are capable of performing multiple complex instructions by distributing workload across all connected servers. Clustering improves the system's availability to users, its aggregate performance, and overall tolerance to faults and component failures. A failed server is automatically shut down and its users are switched instantly to the other servers.

A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization)

Competence indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations. Because each level of responsibility has its own requirements, competence can occur in any

Law: The capacity of a person to understand a situation and to act reasonably. Disputes regarding the competence of an individual are settled by a judge and not by a professional (such as a doctor or a psychiatrist) although the judge may seek expert opinion before delivering at a judgment.

Characteristics

- **Prescriptive/Diagnostic:** providing different learning materials or assessments to learners based on what they've already mastered.
- **Affiliation:** learners receive different materials or delivery based on their relationship to the curriculum or program in cohorts or groups.
- **Adaptive:** content that is designed with learning alternatives and branching closely tied to the learner's specific interactions with the content.
- **Choice:** learners select from among different learning resources and pathways based on their own choices and preferences.

Types steps in developing a valid competency model

- **Organizational competencies**
- **Core competencies**
- **Technical competencies**
- **Behavioral competencies**
- **Functional competencies**
- **Management competencies**

Competency Modeling

Systematic approach to identifying the competencies that enable goal achievement

LEVELS OF ANALYSIS

• Organization

- strategic workforce planning and change management

• Job/Role

- performance expectations and performance management

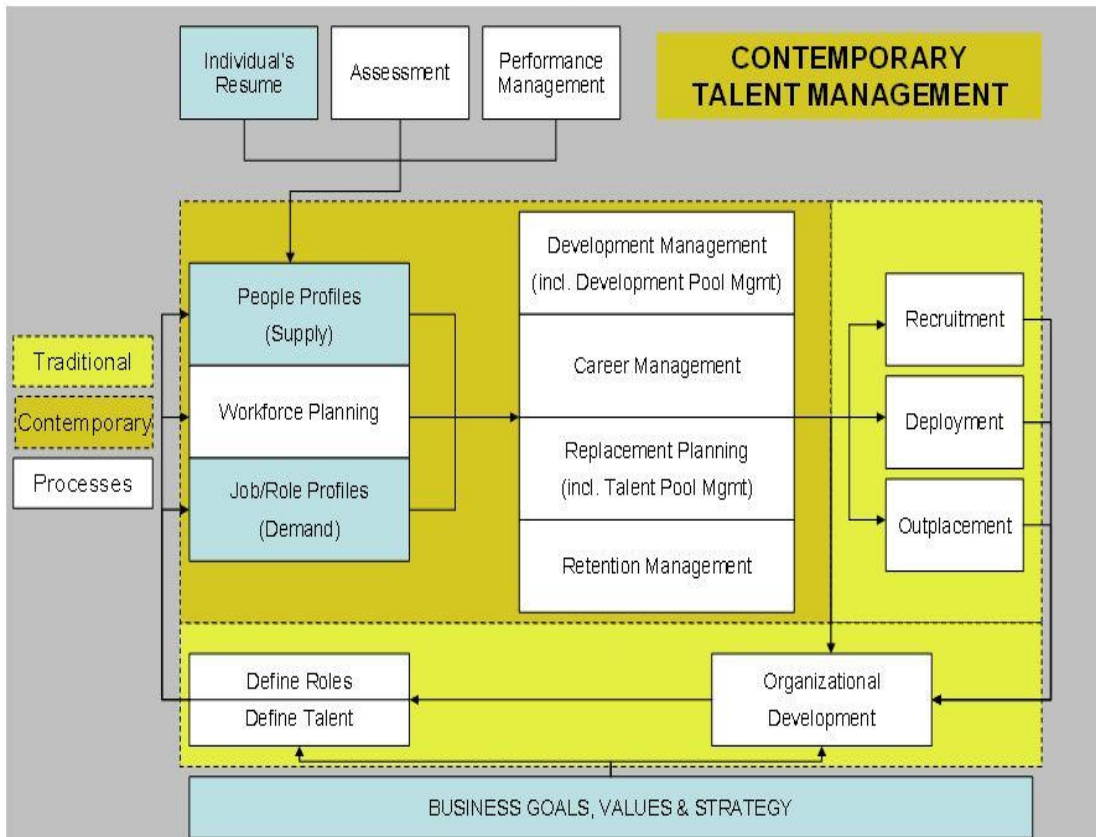
• Individual

- career development

Talent management information systems

If the volume of literature in the popular and practitioner press is any guide, practitioners in the field of human resources are now primarily in the business of talent management. But what is talent management and what basis does it have in scientific principles of human resources and management? In this paper we address this question by reviewing problems with the definition of talent management and the lack of data supporting many practitioner claims. We then outline research that supports a systems-oriented definition of talent management that focuses on the strategic management of talent. We then outline future avenues of research to further develop the field of talent management and tie it more closely to the large volume of work in strategic human resources management.

MODEL OF CONTEMPORARY TALENT MANAGEMENT Figure 14.1



Michael J. Kavanagh, Mohan Thite, and Richard D. Johnson - Human Resource Information Systems: Basics, Applications, and Future Directions, 2e © 2012 SAGE Publications, Inc.

Developing a talent management information strategy

Executives and HR management have always been focused on basic talent management—acquiring, hiring and retaining talented employees. But, to drive optimal levels of success, business leaders need engaged, high-performing employees

Align Individual Goals with Corporate Strategy

The best talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of your employees to the organization. When you engage employees in their work through goal alignment, you create greater employee ownership in your company's ultimate success; they become more committed to your company and achieve higher levels of

To achieve "goal alignment" in your organization, you must first clearly communicate your strategic business objectives across the entire company. By allowing managers to access and view the goals of other departments, your organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, your company can execute strategy faster, with more flexibility and adaptability.

Essentially, goal alignment strengthens your leadership and creates organizational agility by allowing managers to:

Role of leaders in talent management

- Talent management' seems to come at managers out of HR and the phrase itself makes it seem unfamiliar. In fact it's only the rather unhelpful word 'talent' that's new(ish).
- HR defines talent management in directly contradictory ways. There is often a message about 'everyone having talent'
- Talent management can feel like a series of data requests from HR followed by little or no action
- Sometimes the role of 'talent spotter' is wider than potential for top jobs and 'talent' is defined in terms of promo ability
- If organizations really act on what they say about everyone having talent then line managers may often be helping employees to develop their potential in the same role or in a role at a similar level to their current job.
- When we ask managers to do succession planning for particular posts or kinds of posts, we are still asking managers to spot 'talent'

7. Institutional strategies for dealing with talent management

Talent management, an integrated system of recruitment, development and retention of the required human capital at all organisational levels, is at the forefront of business agendas. Considering the skills shortage in South Africa, talent management is expected to remain a business imperative. The importance of talent management stems from its role in achieving competitive advantage in order to realise the strategy of the organisation

The same can be achieved for academic institutions that embrace the strategies of talent management in order to stem off similar challenges as the business world. The growing emerging market economies, ever changing business conditions and the complexity of global business have created increased demand for highly talented individuals. This research project seeks to investigate talent management practices and strategies of the business world and adapt these to higher education institutions, namely the Management College of Southern Africa (MANCOSA), in order to better manage talent. The research methodology that was used for this study was qualitative in nature and consisted of a questionnaire. Personnel at MANCOSA were surveyed regarding talent management at MANCOSA.

UNIT-III

THE NATURE OF KNOWLEDGE MANAGEMENT

Knowledge management (KM)

Knowledge management (KM) or knowledge sharing in organizations is based on an understanding of knowledge creation and knowledge transfer. In implementation, KM is an effort to benefit from the knowledge that resides in an organization by using it to achieve the organization's mission. The transfer of tacit or implicit knowledge to explicit and accessible formats, the goal of many KM projects, is challenging, controversial, and endowed with ongoing management issues. This article argues that effective knowledge management in many disciplinary contexts must be based on understanding the dynamic nature of knowledge itself. The article critiques some current thinking in the KM literature and concludes with a view towards knowledge management programs built around knowledge as a dynamic process.

Many large companies, public institutions and non-profit organisations have resources dedicated to internal KM efforts, often as a part of their [business strategy](#), [IT](#), or [human resource management](#) departments.^[6] Several consulting companies provide advice regarding KM to these organisations.^[6]

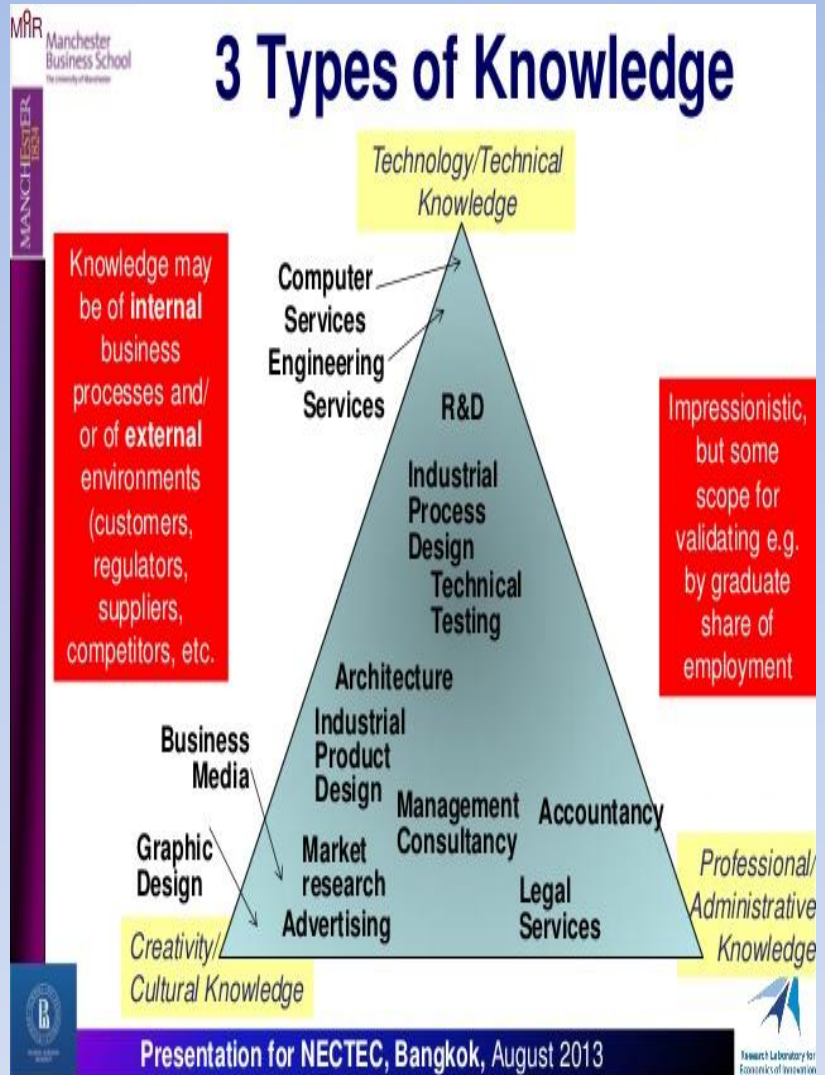
Knowledge management efforts typically focus on organisational objectives such as improved performance, [competitive advantage](#), [innovation](#), the sharing of lessons learned, integration and [continuous improvement](#) of the organisation.^[7] These efforts overlap with [organisational learning](#) and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and on encouraging the [sharing of knowledge](#).^{[2][8]} KM is an enabler of organisational learning.^{[9][10]}

Knowledge management efforts have a long history, including on-the-job discussions, formal [apprenticeship](#), [discussion forums](#), corporate libraries, professional training, and mentoring programs.^{[2][10]} With increased use of computers in the second half of the 20th century, specific [adaptations](#) of technologies such as [knowledge bases](#), [expert systems](#), [information repositories](#), group [decision support systems](#), [intranets](#), and [computer-supported cooperative work](#) have been introduced to further enhance such efforts.^[2] In 1999, the term [personal knowledge management](#) was introduced; it refers to the management of knowledge at the individual level.^[11]

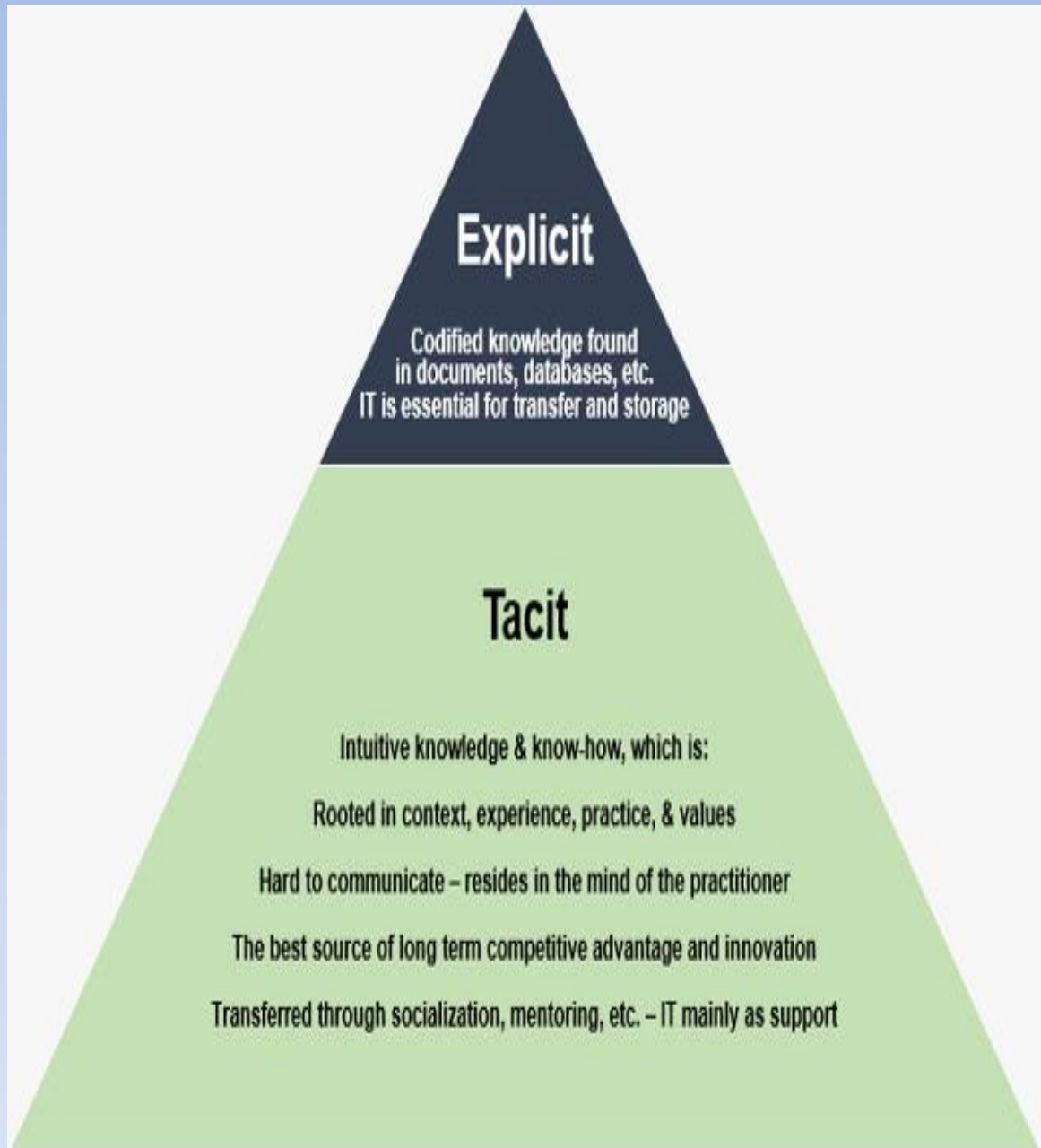
In the enterprise, early collections of case studies recognised the importance of knowledge management dimensions of strategy, [process](#) and [measurement](#).^{[12][13]} Key lessons learned include people and the cultural norms which influence their behaviors are the most critical resources for successful knowledge creation, dissemination and application; cognitive, social and organisational learning processes are essential to the success of a knowledge management strategy; and measurement, [benchmarking](#) and incentives are essential to accelerate the learning process and to drive cultural change.^[13] In short, knowledge management programs can yield impressive benefits to individuals and organisations if they are purposeful, concrete and action-orientated.

Types of knowledge

Understanding the different forms that knowledge can exist in, and thereby being able to distinguish between various types of knowledge, is an essential step for knowledge management (KM). For example, it should be fairly evident that the knowledge captured in a document would need to be managed (i.e. stored, retrieved, shared, changed, etc.) in a totally different way than that gathered over the years by an expert craftsman



Explicit Knowledge



very effective at facilitating the storage, retrieval, and modification of documents and texts.

From a managerial perspective, the greatest challenge with explicit knowledge is similar to information. It involves ensuring that people have access to what they need; that important knowledge is stored; and that the knowledge is reviewed, updated, or discarded.

Many theoreticians regard explicit knowledge as being less important (e.g. Brown & Duguid 1991, Cook & Brown 1999, Bukowitz & Williams 1999, etc.). It is considered simpler in nature and cannot contain the rich experience based know-how that can generate lasting competitive advantage.

Although this is changing to some limited degree, KM initiatives driven by technology have often had the flaw of focusing almost exclusively on this type of knowledge. As discussed previously, in fields such as IT there is often a lack of a more sophisticated definition. This has therefore created many products labeled as KM systems, which in actual fact are/were nothing more than information and explicit knowledge management software.

Tacit Knowledge

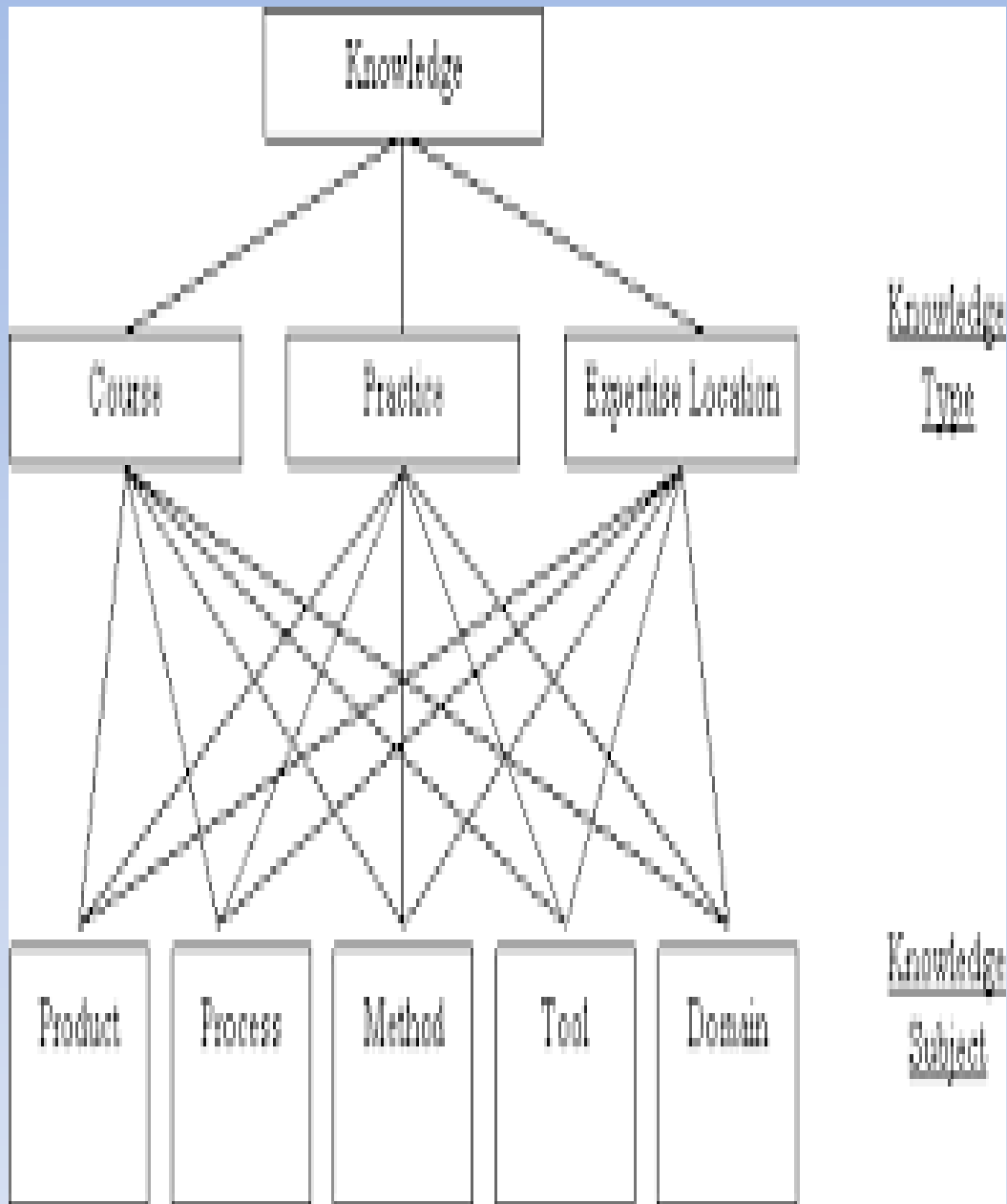
- This type of knowledge was originally defined by Polanyi in 1966. It is sometimes referred to as know-how (Brown & Duguid 1998) and refers to intuitive
- Tacit knowledge is also regarded as being the most valuable source of knowledge
- KMS have a very hard time handling this type of knowledge
- Using a reference by Polanyi (1966), imagine trying to write an article that would accurately convey how one reads facial expressions
- It would be very difficult for him to codify his knowledge into a document that could convey his know-how to a beginner
- The exact extent to which IT systems can aid in the transfer and enhancement of tacit knowledge is a rather complicated discussion. For now

Embedded Knowledge

- Embedded knowledge refers to the knowledge that is locked in processes
- The challenges in managing embedded knowledge vary considerably and will often differ from embodied tacit knowledge
- IT's role in this context is somewhat limited but it does have some useful applications
- Embedded knowledge is found in: rules, processes, manuals, organizational culture, codes of conduct, ethics, products, etc. It is important to note

Location of knowledge

There is a growing recognition that Computer Software represents one of the key knowledge-based, high technology service sectors of our times. Triggered by the development of the microprocessor and bolstered by the introduction of the personal computer and the World Wide Web, such a sector signifies the digital and information revolution of the post-industrial era.¹ Its strength is evidenced in the phenomenal growth of giant software corporations serving world markets (e.g. Microsoft), large independent firms specialising in PC software (Novell, Oracle, Adobe, Autodesk, Symantec), and numerous smaller independent software firms that represent a growing component of the economic fabric of technologically advanced societies. Reinforcing the growth in Computer Software are businesses across economic sectors which, in the light of growing global competition (intensified by technology itself), increasingly rely on software based information and telecommunications technologies for their operations. Also fuelling, and being enabled by, growth in Computer Software are changes in corporate structures and practices (e.g. re-engineering and downsizing), technology-related changes in production and distribution (e.g. vertical and spatial disintegration, flexible production, Just in Time distribution), and telecommunication sector advancements that increasingly use digital technologies and embedded software



Rise of the knowledge worker

There are significant differences in the management of traditional workers and knowledge workers. First, the knowledge workers are less inclined to be hierarchical and hence, they prefer openness and a flat organizational structure. Second, they have relatively more control over their work than traditional workers do as they have more control over the processes that define their work. Third, they have higher salaries and hence are prone to lead consumerist lifestyles as opposed to the workers in manufacturing or other sectors. Fourth, they are also prone to burnout and stress related ailments, as the pressure to deliver and perform is more on them. Finally, they change jobs more frequently than other workers do and it has been shown that whereas the previous generation worked all their lives in one or two companies, knowledge workers are likely to hop several jobs during their careers.

These aspects make the management of knowledge workers a specialized function and hence, in many services sector companies, the Human Resource Function is staffed by those professionals who have had previous experience in managing knowledge workers.

"knowledge worker"



Knowledge Worker - Organization

Organization

Managing knowledge workers can be a difficult task. Most knowledge workers prefer some level of autonomy, and do not like being overseen or managed. Those who manage knowledge workers are often knowledge workers themselves, or have been in the past. Projects must be carefully considered before assigning to a knowledge worker, as their interest and goals will affect the quality of the completed project. Knowledge workers must be treated as individuals.



Features of knowledge intensive firm

- **Key processes in knowledge intensive firms**
- processes mainly
- Knowledge Processes in Knowledge Intensive Firm
- knowledge intensive organization

UNIT-IV

KNOWLEDGE MANAGEMENT

Knowledge management

Knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.

Knowledge management (KM) therefore implies a strong tie to organizational goals and strategy, and it involves the management of knowledge that is useful for some purpose and which creates value for the organization.

Expanding upon the previous knowledge management definition, KM involves the understanding of:

>Where and in what forms knowledge exists; what the organization needs to know; how to promote a culture conducive to learning, sharing, and knowledge creation; how to make the right knowledge available to the right people at the right time; how to best generate or acquire new relevant knowledge; how to manage all of these factors so as to enhance performance in light of the organization's strategic goals and short term opportunities and threats.

KM must therefore create/provide the right tools, people, knowledge, structures (teams, etc.), culture, etc. so as to enhance learning; it must understand the value and applications of the new knowledge created; it must store this knowledge and make it readily available for the right people at the right time; and it must continuously assess, apply, refine, and remove organizational knowledge in conjunction with concrete long and short term factors.

A typology of knowledge management approaches (Alvesson & Kärreman 2001).

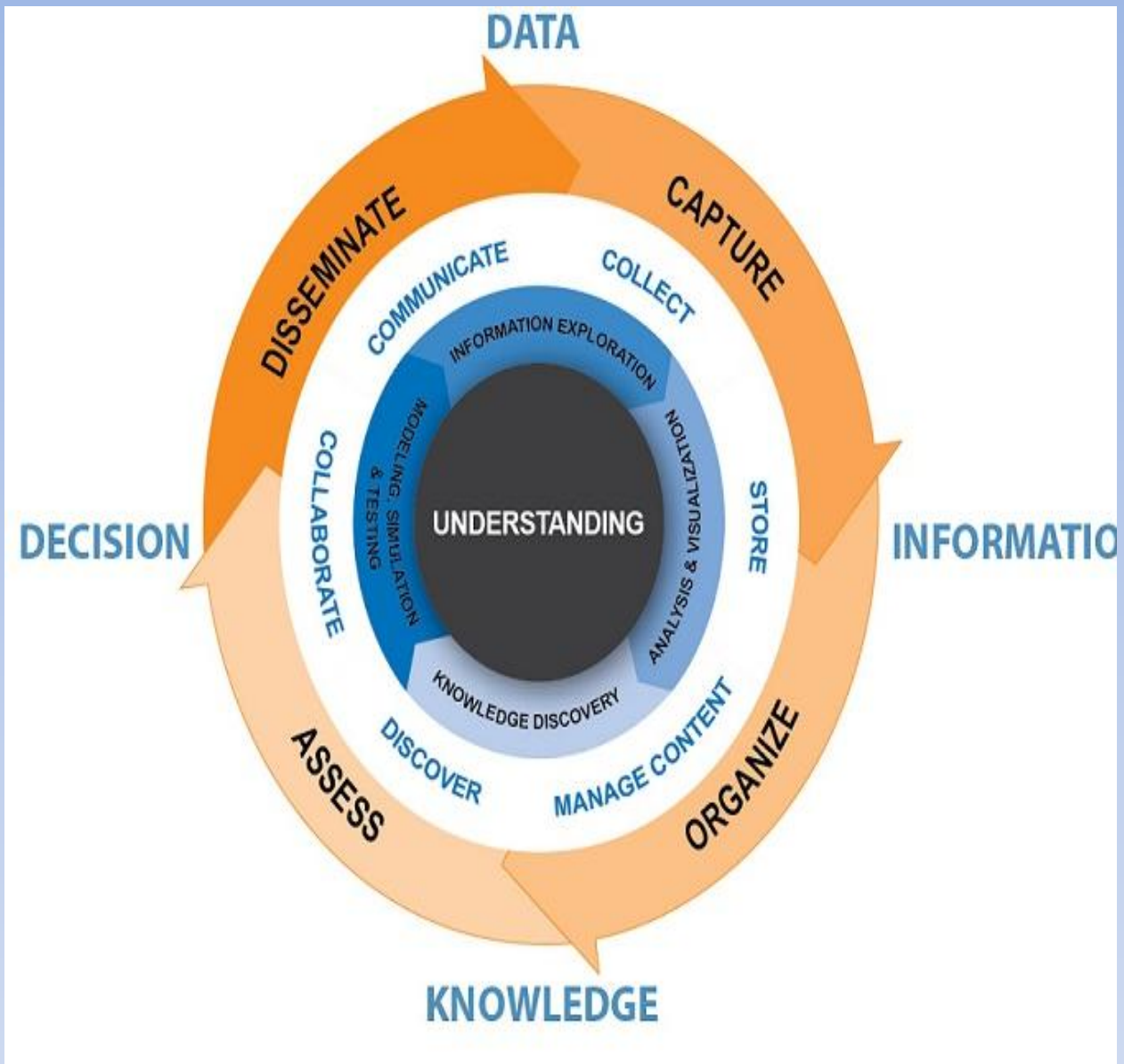
		Mode of managerial intervention	
		Co-ordination	Control
Medium of interaction	Social	Community (sharing of ideas)	Normative control (prescribed interpretations)
	Technostructural	Extended library (information exchange)	Enacted blueprints (templates for action)

classifications

- Technocratic
- Economic
- Behavioural
- Systems school
- Cartographic school
- Commercial school
- Organizational school
- Spatial school
- Strategic school

Knowledge management solutions

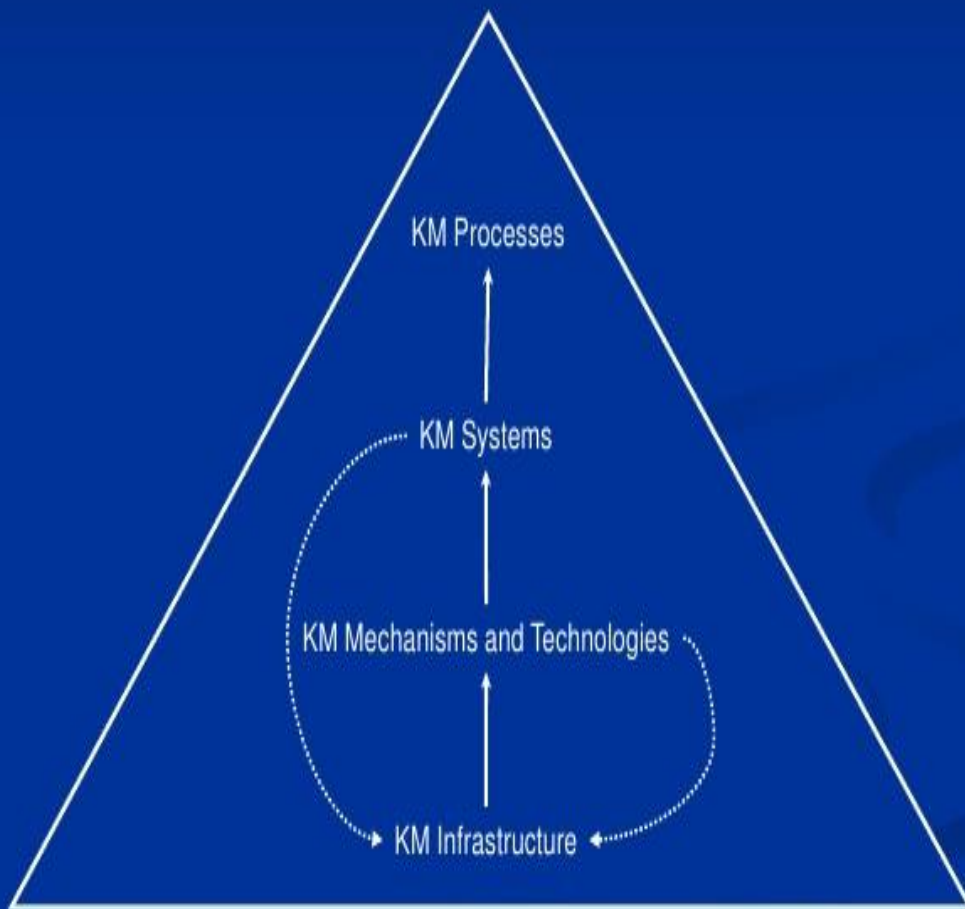
With over 80% of enterprise data sets composed of unstructured information, text content has become its richest source of knowledge. Text in internally generated content, from general expertise to the knowledge and insight that exists in each report, presentation or analysis produced, is an organization's most valuable yet underutilized asset. When combined with content from social media and other external sources, this information holds great potential for the insight that fuels your most strategic activities.



Understanding knowledge

Unfortunately, there's no universal definition of knowledge management (KM), just as there's no agreement as to what constitutes knowledge in the first place. For this reason, it's best to think of KM in the broadest context. Succinctly put, KM is the process through which organizations generate value from their intellectual and knowledge-based assets.

An Overview of Knowledge Management Solutions



True knowledge management extends

- The tools available to manipulate information for archiving, access, query, summarization, and extraction
- The ability to view and integrate different data and information types to include structured and unstructured text, images, video/audio, and geospatial
- The capability to share information throughout the organization and across the broader community
- Leveraging the networks individuals create to gain better insight and make better decisions
- The management of streams of data and information that may rapidly change in speed, quantity, quality, form, and content
- A repository of knowledge that captures not only the results of analysis but the shared observations and conclusions of others in the community of practice
- An assessment of your organization's KM status to develop or enhance strategies for identifying technical and process solutions for knowledge sharing, collaboration, and process improvement

Mechanisms and systems

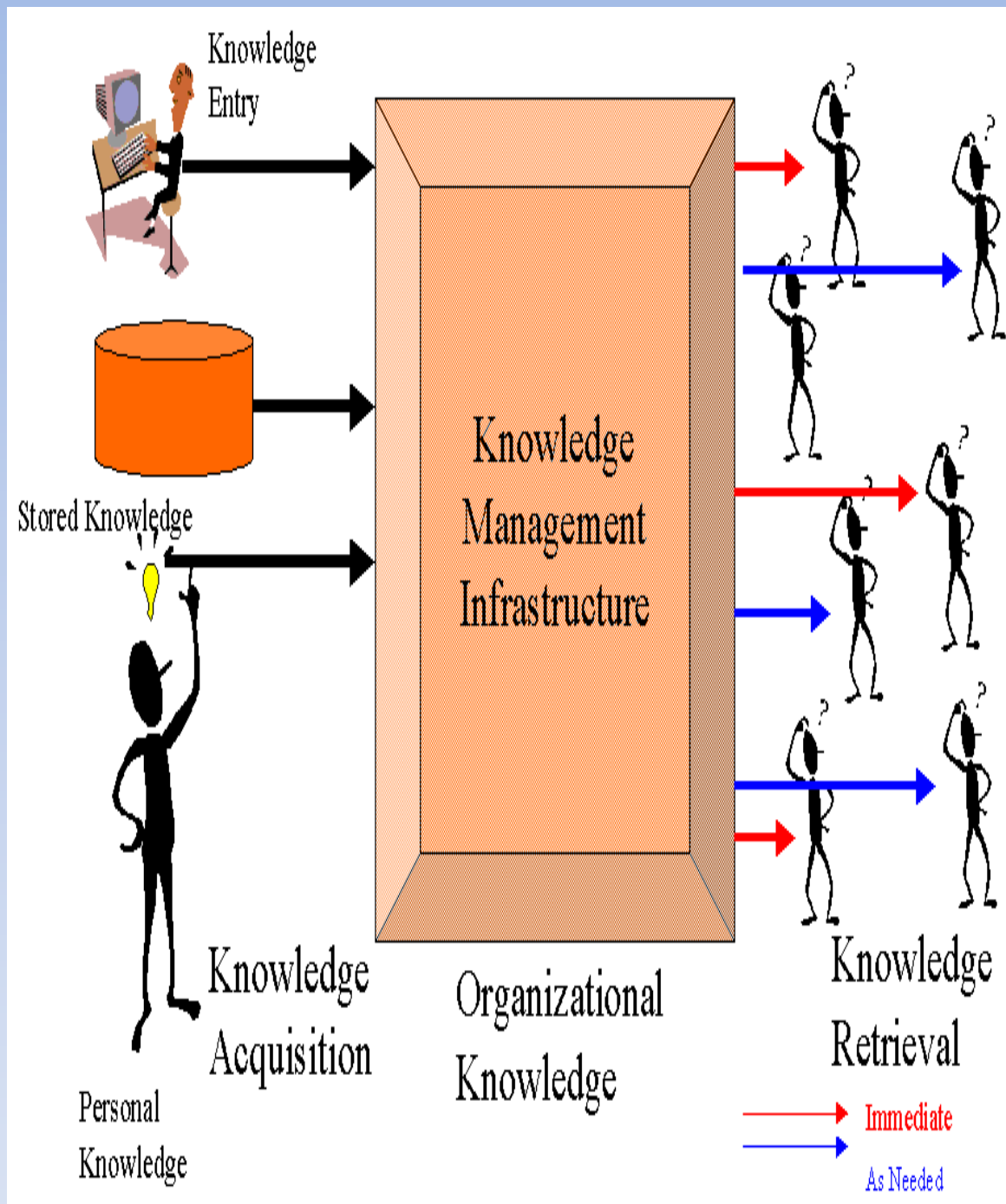
- learning by doing,
- on-the-job training,
- learning by observation, and
- face-to-face meetings.

Knowledge management infrastructure

There are different approaches in defining the knowledge management infrastructure.

Lambe (2006, p.2) notes that knowledge and information infrastructure "mean all the things that combine to facilitate the flow of information and knowledge in support of the myriad tasks and actions and decisions that comprise organisational activity. Hence, information infrastructure does not just mean the technical IT infrastructure, although it includes that. It also encompasses human, social and organisational elements. Within your information infrastructure you will normally find information management policies, process and practice routines, standards, arrays of tools and resources that are visible to their users, conventions and assumptions, shared vocabulary and categories (eg taxonomies)."

Information and knowledge management infrastructure reflects the long-term foundations for information and knowledge management. In an organizational context, the infrastructure includes five major components



UNIT-5

ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT

Organizational impacts of knowledge management on people

Argues that the knowledge management process can be categorized into knowledge creation, knowledge validation, knowledge presentation, knowledge distribution, and knowledge application activities. To capitalize on knowledge, an organization must be swift in balancing its knowledge management activities. In general, such a balancing act requires changes in organizational culture, technologies, and techniques. A number of organizations believe that by focusing exclusively on people, technologies, or techniques, they can manage knowledge. However, that exclusive focus on people, technologies, or techniques does not enable a firm to sustain its competitive advantages. It is, rather, the interaction between technology, techniques, and people that allow an organization to manage its knowledge effectively. By creating a nurturing and “learning-by-doing” kind of environment, an organization can sustain its competitive advantages

PEOPLE



PROCESS



TECHNOLOGY

ADVICE

KNOWLEDGE MANAGEMENT



PRACTICE



IMPROVEMENT

INSIGHTS



INFORMATION

Products and organizational performance

- Practical implications
- Originality/value
- Research limitations/implications
- Findings
- Purpose
- Design/methodology/approach

Factors influencing knowledge management

The purpose of this quantitative study is to investigate the factors influencing with the Knowledge Management (KM) use process in Information Technology (IT) enterprises in the Southern United States. This study aims to present an analysis of the use of information systems by IT managers, IT supervisors, and Chief Information Officers (CIOs) from several information technology enterprises. It utilizes the theoretical Knowledge Management Successful model developed by Kulkarni, Ravindran, and Freeze (2007)³⁹, which investigated the use of Information Systems (IS) for successful KM practices in organizations through the examination of available knowledge systems built to the use and reuse of information, content quality, and determinants of users' perceptions of usefulness, user satisfaction and organizational support structure for knowledge management. In this study the data was collected from a sample size of 166 individuals, per G*Power 3 statistical power analysis program, to determine the sample and effect between the 8 (eight) predictors variables for estimating change among scores depicting Knowledge Use. Statistical analysis used SPSS package to test the hypothesis. The relationships between the predictor and criterion variables were evaluated using simultaneous multiple regression modelling to support inferences related to the omnibus research questions

Knowledge management assessment of an organization importance

- Before we start to explore and understand the details of what knowledge management
- are the real benefits that can be gained from effective knowledge management for the individual
- What
- Knowledge management is far reaching
- Knowledge Management (KM) is all about the ability of organisations to leverage the intellectual assets quickly and accurately.

Types and timing

- Explicit Knowledge:

This type of knowledge is formalized and codified, and is sometimes referred to as know-what (Brown & Duguid 1998)

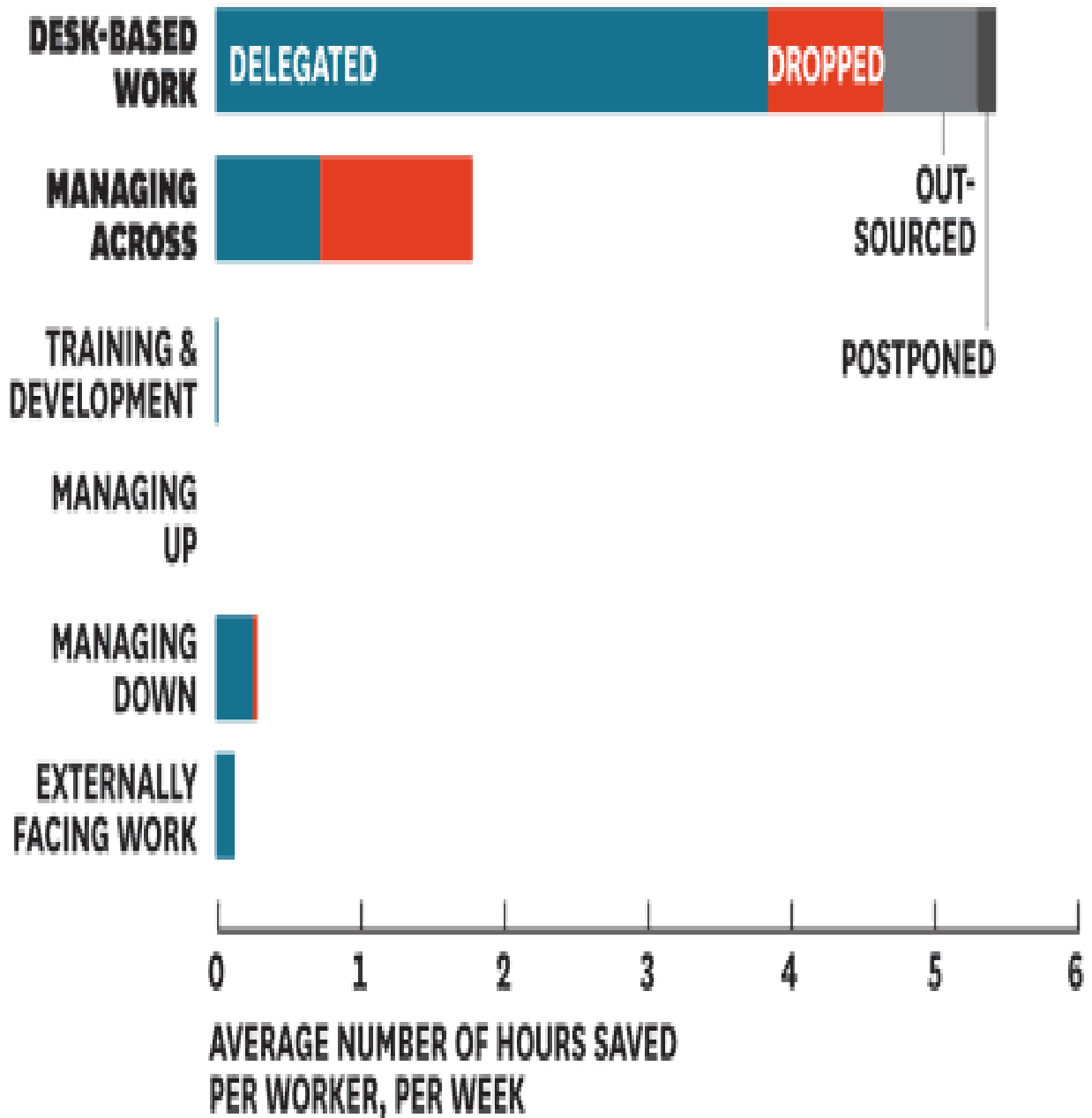
- Tacit Knowledge:

This type of knowledge was originally defined by Polanyi in 1966.

- Embedded Knowledge:

Embedded knowledge refers to the knowledge that is locked in processes, products, culture, routines, artifacts,

TIME SAVED



That's a relatively simple explanation of what the integrated system does, but, in fact, the logic engine and the knowledge base can serve as very sophisticated screens for the physicians' decisions. For instance, imagine that a patient with a history of sleep apnea is prescribed a narcotic to mitigate pain after surgery. Narcotics can cause people with sleep apnea to go into respiratory arrest, but, as long as the history of sleep apnea is noted in the patient's medical records, the system will alert the physician to that potential problem. It also takes into account the patient's age, likely metabolism, probability of renal failure, maximum allowable lifetime amounts of a chemotherapy agent, and hundreds of other factors.

The logic engine and knowledge base at Partners are used more during order entry than at any other time. But they are used increasingly during normal review of patient medical records as well. For example, the system alerts the physician, as he or she reviews Mrs. Smith's record, to follow up on her marginally abnormal mammogram or to recheck her cholesterol levels. In addition, it may remind a physician that a particular patient should receive a call or schedule a follow-up appointment.