

<b>Name of Faculty</b>	<b>Sonu Kumari</b>		
<b>Discipline</b>	<b>Department of Management Studies</b>		
<b>Semester</b>	<b>Third (III)</b>		
<b>Subject</b>	<b>Talent Acquisition and Performance Management (HRM 306)</b>		
<b>Lectures Required</b>	<b>Topic (Including Assignment/Test)</b>	<b>Practical</b>	<b>Assignment /Test</b>
<b>2</b>	Basics of Talent Management, leveraging talent,	<b>N/A</b>	<b>N/A</b>
<b>A. Video(s):</b> <b>i. Hiring talented people by Jack Welch</b> <b>ii. Parable of the talents</b> <b>B. LinkedIn Networking Exercise (1<sup>st</sup> Activity)</b> <b>C. Brillio talent acquisition practices (Case study as supporting material)</b>			
<b>2</b>	Talent value chain, elements of talent friendly organizations	<b>N/A</b>	<b>N/A</b>
<b>A. The Talent Value Chain (Book chapter –Talent Era)</b> <b>B. World Class Organizations Know How to Optimize the Talent Value Chain (Research Paper)</b>			
<b>1</b>	Talent management process	<b>N/A</b>	<b>N/A</b>
<b>A. In Head-Hunting, Big Data May Not Be Such a Big Deal (Interview)</b>			
<b>1</b>	Talent Management System - Components and benefits of Talent Management System, creating TMS, challenges of TMS.	<b>N/A</b>	<b>N/A</b>
<b>1</b>	Talent Planning	<b>N/A</b>	<b>N/A</b>
<b>A. Yahoo case study</b>			
<b>1</b>	Talent development budget, contingent plan for talent	<b>N/A</b>	<b>N/A</b>
<b>A. Unisys case on integrated talent management</b>			
<b>2</b>	Building a reservoir of talent developing and retaining Talent	<b>N/A</b>	<b>N/A</b>
<b>A. Role play on retention (Second Activity)</b>			
<b>2</b>	Potential identification and development , integrating coaching	<b>N/A</b>	<b>N/A</b>
<b>A. Uflex and Philips (Article)</b> <b>B. The Rise and fall of a HiPos (Case)</b>			
<b>2</b>	Employee retention- motivation and engagement , return on talent	<b>N/A</b>	<b>N/A</b>
<b>A. Return on Talent (ROT): What Is It? And Why Does it Matter?</b> <b>B. How To Measure Your Return On Talent</b> <b>C. Quiz</b>			
<b>1</b>	Making outplacement as a part of talent strategy, developing talent management	<b>N/A</b>	<b>N/A</b>
<b>A. Nokia attempts to 'Bridge' the gap with employee outplacement scheme (Case)</b>			
<b>2</b>	Conceptual Framework of performance management, Approaches for defining problem	<b>N/A</b>	<b>N/A</b>

2	Performance management: Classification, types, characteristics and managing matrix	N/A	N/A
3	Approaches to measuring performance: Balance scorecard, EFQM, EVA and Traditional and financial measures.	N/A	N/A
<b>A. Video on EVA</b>			
<b>B. Research Article on EFQM</b>			
2	Key indicators for measuring financial and non financial performance analysis, job analysis in performance mgmt system	N/A	N/A
<b>C. Quiz</b>			
1	Performance Appraisal	N/A	N/A
<b>D. Case study (Self written)</b>			
2	Performance Evaluation	N/A	N/A
<b>E. Citibank: Performance Evaluation (Harvard Business Publishing Case)</b>			
2	Performance management and development	N/A	N/A
<b>F. Quiz</b>			
1	Performance problem solving	N/A	N/A
<b>G. Quiz</b>			
2	Ethical issues & dilemmas in performance mgmt, Performance mgmt in Multinational Corporation	N/A	N/A
<b>A. Empxtrack Streamlines Performance Management for IFFCO Tokio General Insurance (Case via blog)</b>			
<b>B. How Deloitte Reinvented Their Performance Management (Case via blog)</b>			
<b>C. Reinventing performance management (Video from HBR online)</b>			
<b>Online course by students</b>			
<b>Presentation of course pursued</b>			
<b>Sessions=05</b>			
<b>Total Sessions= 32+5=37</b>	<b>Suggested Readings (Books)</b>		
	1. Aguinis, H. (2008). Performance management (2nd ed.). USA: John Wiley.		
	2. Armstrong, M. (2007). Performance management: key strategies and practical guidelines (3rd ed.). London: Kogan		
	3. Niven, P. R. (2008). Balanced scorecard step-by-step: maximizing performance and maintaining results (2nd ed.). New Jersey: John Wiley.		
	4. Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response.		
	5. Armstrong, M. and Baron (2012) Performance Management :A strategic and integrated approach to achieve success , JAICO publication (11th edition )		
	6. Somuendra Narain(2013), Performance Management , Cengage learning publication (2nd		

	edition)
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