

AC –11-03-2025
Item No. –04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



Title of the Course: Talent & Competency

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Talent & Competency

Sr. No.	Heading	Particulars
1	Description the course:	The Talent and Competency course is designed to provide students with a comprehensive understanding of the strategic management of human capital within organizations. This course explores the identification, development, and retention of talent, as well as the assessment and cultivation of competencies essential for organizational success.
2	Vertical:	HR Electives
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7	Course Objectives: <ol style="list-style-type: none">1. To understand key talent management & competency management concepts.2. To understand the concept and importance of competency mapping.3. To understand the role of talent management and competency management in building sustainable competitive advantage to an organization.4. To gain insights into talent succession planning, career pathing, and talent development strategies.	

7

Course Outcomes:

1. By understanding key talent management and competency management concepts, learners can optimize their talent management practices, align employee skills with organizational needs, and foster a high-performance culture.
2. By understanding the concept and importance of competency mapping, learners can make informed decisions in talent management, enhance workforce effectiveness, and create a culture of continuous improvement.
3. It fosters an appreciation for the strategic importance of talent and competency management in achieving and sustaining a competitive advantage in a dynamic and competitive business environment.
4. Learners will have Capability to foster a culture of continuous learning and development, empowering employees to reach their full potential and contribute effectively to organizational success.

8

Modules**Module 1: Introduction to Talent Management**

- Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management, Benefits and Limitations of Talent Management.
- Principles of Talent Management, Source of Talent Management, Talent Gap – Meaning, Strategies to Fill Gaps and The Talent Value Chain.
- Role of HR in Talent Management, Role of Talent Management in building Sustainable Competitive Advantage to an Organization.

Module 2: Talent Management System

- Talent Management System – Meaning, Key Elements of Talent Management System Critical Success Factors to Create Talent Management System, Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.
- Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process Approaches to Talent Management.
- Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies Talent Management and Succession Planning.

Module 3: Contemporary Issues and Current Trends in Talent Management

- Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy.
- Contemporary Talent Management Issues, Talent Management Challenges, Current Trends in Talent Management and Best Practices of Talent Management.
- Ethical and Legal Obligations Associated with Talent Management Talent Management in India.

Module 4: Competency Management and Competency Mapping

- Concept of Competency and Competence, Competence v/s Competency
Types of Competencies, Benefits and Limitations of implementing competencies and Iceberg Model of Competency.
- Competency Management – Meaning, Features and Objectives, Benefits and Challenges of Competency Management.
- Competency Development – Meaning, Process, Competency Mapping - Meaning, Features, Need and importance of competency mapping
Methods of Competency Mapping, Steps in Competency Mapping

Reference Books:

- 9
- Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.2017
 - Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi 2017
 - K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill 2023
 - Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition.2018

10

Internal Continuous Assessment: 40%

Semester End Examination: 60%

11

Continuous Evaluation through: (40 Marks)

Component	Total Marks
Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks

12	Format of Question Paper: for the final examination	
	Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration: 2 Hour	
	Q. No.	Particular
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question
Note: Note: Any of the full length question of 7.5 Marks can be a case study.		

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

