

Course Code	Course Name	Category	L	T	P	Credit
20MBA212	PERFORMANCE MANAGEMENT	Elective	3	0	0	3

Preamble: A well-designed performance management process stimulates managers to develop high-quality strategic plans, set ambitious targets, and track performance closely-all activities which help to achieve strategic objectives and consequently sustained value creation. This course exposes students to performance management skills through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the nature of performance management and compare various theories and application in performance management.
CO 2	Relate the principles and methods of performance management in real business situations.
CO 3	Identify different issues in performance management.
CO 4	Analyse the process of performance management.
CO 5	Develop performance management system.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	3	1	1
CO 2	3	2	3	3	3
CO 3	3	2	3	2	3
CO 4	3	1	3	2	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.



Model Question paper**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY****FOURTH SEMESTER MBA DEGREE EXAMINATION****20MBA212– PERFORMANCE MANAGEMENT**

Max. Marks: 60

Duration: 3 Hours

PART AAnswer *all* questions. Each question carries 2 marks.

1. Define performance Management.
2. Illustrate Performance Appraisal.
3. List out the major stages involved in Performance Management Planning.
4. What are the benefits involved in measuring Performance?
5. Write a short note on 360-Degree Appraisal.

(5x2 marks = 10 marks)

PART BAnswer any **three** questions. Each question carries 10 marks

6. Explain Goal Theory and explain its application in performance management.
7. Briefly discuss the need for performance planning. How it helps the implementation of the performance management?
8. Do you think automation is an important aspect in performance management process, If yes, how?
9. Explain how different performance dimensions vary with respect to the nature of the organizations. Answer with respect to one FMCG organization.
10. What factors should we taken care of while managing competencies in a Service Sector company?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

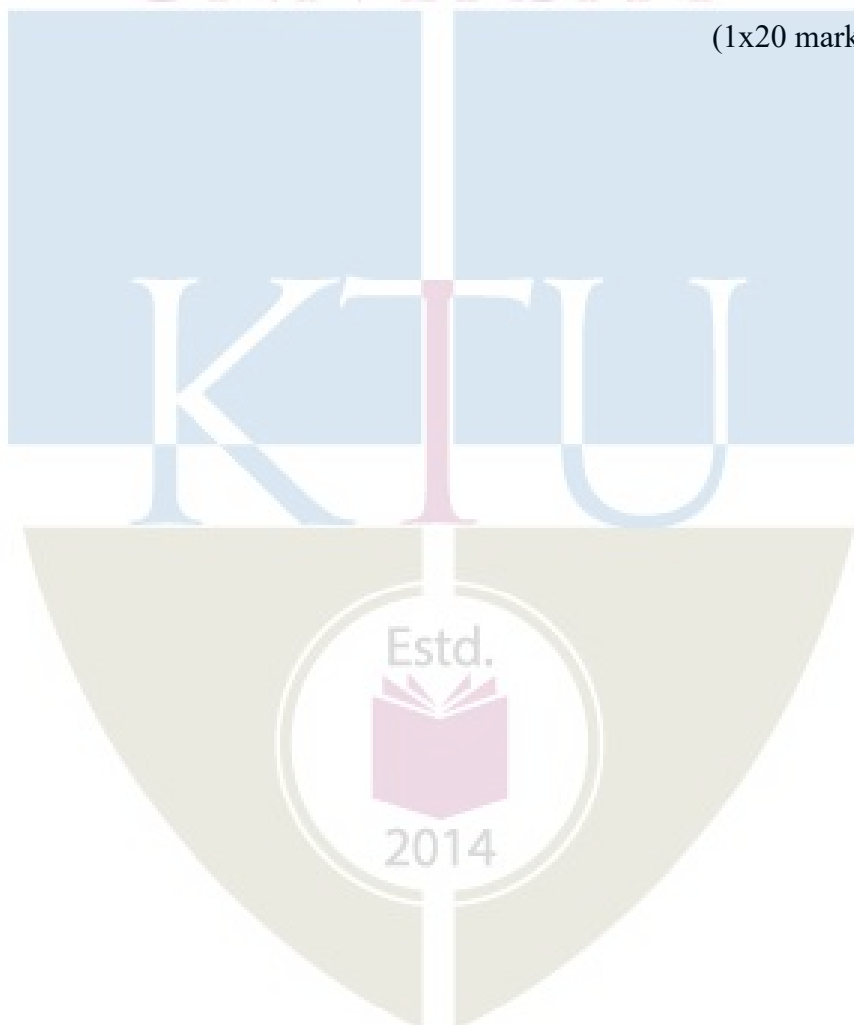
11. Solution Inc. was a leading Car manufacturing company. The company earned an annual income of \$5 trillion. It was one of the most successful companies in the country. On 18 th January, 2014 the company faced a loss of \$ 5 million when 2000 of their employees walked out the company. Solution Inc. approached HR Solution Result Consultant (HSRC) to investigate on the problem. After analysing the situation HSRC concluded that indirect but rapidly destabilizing feature in team dynamics which needed practical investigation and correction. HSRC invited a selected group of leaders from Solution Inc. to attend 3 day workshop which was focused on finding,

identifying and correcting the destabilizing features in the team dynamics. The workshop was planned using proprietary, fun but well-provenance techniques for investigating these dynamics, the “survival terrain” of work team at the plant. The workshop addressed how to tackle complicated cultural instability. The workers returned to the company and a similar event never occurred in the company. The confidence among the employees increased.

Questions

- a) What do you understand by team building?
- b) What was the problem faced by the Solution inc.?
- c) What was the solution HSRC came up with? And what was the result?

(1x20 marks = 20 marks)



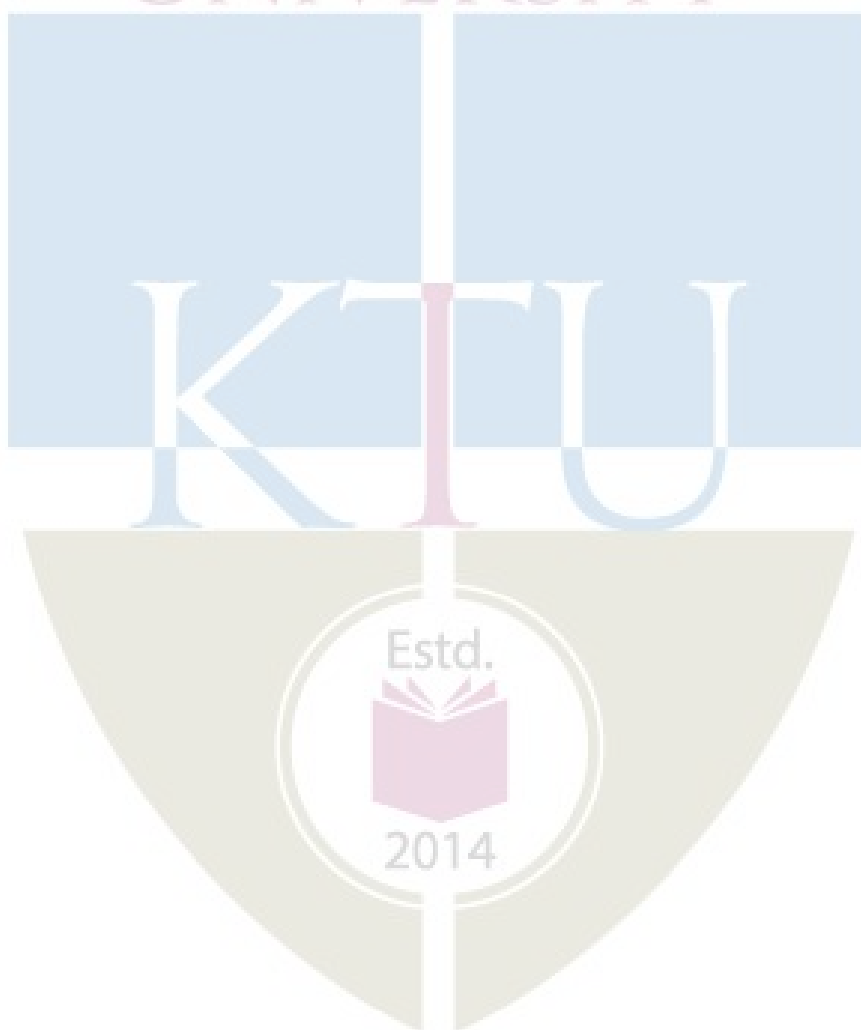
Syllabus	
Module 1	Overview of Performance Management: Performance evaluation, evolution of performance management, definitions and differentiation of terms related to performance management. Importance of performance management, linkage of performance management to other HR processes. Theoretical framework of performance management - goal theory and its application in performance management, control theory and its application in performance management, social cognitive theory and its application in performance management, organizational justice theory and its application in performance management
Module 2	Performance Management Process: Overview of performance management process, performance management planning process, mid-cycle review process, end-cycle review process, performance management cycle at a glance, aims of performance management, purpose of performance management, employee engagement and performance management, principles of performance management, overview of performance management as a system, dimensions of performance management.
Module 3	Performance Management Planning & Development: Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planning process. Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation, employee's responsibility in performance planning mechanics and documentation, mechanics of performance management planning and creation of performance management document.
Module 4	Performance Appraisal (PA): Definitions and dimensions of PA, purpose of PA and arguments against PA, necessity of performance appraisal and its usage by organizations, characteristics of performance appraisal, performance appraisal process, errors made by human resource department. Performance appraisal methods - traditional methods, modern methods, and performance appraisal of executives. Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal - introduction, the impact of 360-degree feedback on organizations, concept of 360-degree feedback system, purpose, methodology, ratings, advantages and disadvantages of the method, the process of 360-degree feedback.

Module 5	<p>Issues in Performance Management: Team performance, performance of learning organizations and virtual teams: team performance management, performance management and learning organizations, performance management and virtual teams. Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay, linking performance to total reward, challenges of linking performance and reward; ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management - improving execution aspects of performance management, automation process.</p>
Text Book	
<ol style="list-style-type: none"> 1. Robert Bacal (1999). <i>Performance Management</i>. McGraw-Hill Edn (India) Pvt Ltd. 2. Rao T.V. (2004). <i>Performance Management and Appraisal Systems: HR Tools for Global Competitiveness</i>. Sage Publications. 3. Michael Armstrong (2002). <i>Employee Reward</i>. Beekman Books Inc. 	
References and Suggested Readings	
<ol style="list-style-type: none"> 1. D.K. Srivastava (2006). <i>Strategies for Performance Management</i>. Excel Books. 2. R.K. Sahu (2010). <i>Performance Management System</i>. Excel Books. 3. Prem Chadha (2003). <i>Performance Management</i>. MacMillan. 4. Michael Armstrong (2000). <i>Performance Management: Key Strategies and Practical Guidelines. 3rd Edition</i>. Kogan Page Limited, Philadelphia. 5. Suri G. K., Venkat Ratnam and N. K. Gupta (2004). <i>Performance Measurement and Management</i>. Excel Books. 6. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw (2008). <i>Human Resource Management</i>. Dreamtech Press. 7. Kanishka Bedi (2006). <i>Quality Management</i>. Oxford University Press, India. 8. Merchant, A. K. & Van der Stede, W. A. (2017). <i>Management Control Systems: Performance Measurement, Evaluation and Incentives</i>. Financial Times / Prentice Hall. 9. N. Bahra (1997). <i>360 Degree Appraisal</i>. Financial Times/ Prentice Hall. 10. Corey Sandler (2003). <i>Performance Appraisal Phrase Book</i>. Fw Media. 11. Rakesh Mittal. (2012). High Performance Work Systems: A cross-cultural perspective. <i>Journal of International Business and Cultural Studies</i>. 	

Course Contents and Lecture Schedule

Sl. No	Topic	No. of Lectures
1	OVERVIEW OF PERFORMANCE MANAGEMENT	
1.1	Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	2Hours
1.2	Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management	2 Hours
1.3	Social Cognitive Theory and its Application in Performance Management, organizational justice theory and its application in performance management.	2 Hours
2	PERFORMANCE MANAGEMENT PROCESS:	
2.1	Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End- cycle Review Process	2 Hours
2.2	Performance Management Cycle at a Glance Aims of Performance Management, Purpose of Performance Management, EmployeeEngagementand Performance Management,	2 Hours
2.3	Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management	3 Hours
3	PERFORMANCE MANAGEMENT PLANNING & DEVELOPMENT	
3.1	Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planningprocess.	2 Hours
3.2	Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation	3 Hours
3.3	Employee's responsibility in performanceplanning mechanics anddocumentation, mechanics ofperformance management planning and creation of performance management document.	3 Hours
4	PERFORMANCE APPRAISAL (PA):	
4.1	Definitions and dimensions of pa, purpose of pa and arguments against PA, necessity of performance appraisal and its usage by organisations, characteristics of performance appraisal.	2 Hours
4.2	Performance appraisal process, errors made by human resource department. Performance appraisal methods - performance appraisal methods, traditional methods, modern methods, and performance appraisal of executives.	2 Hours
4.3	Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal	3 Hours
5	ISSUES IN PERFORMANCEMANAGEMENT	
5.1	Team performance, performance of learning organizations andVirtual	2 Hours

	teams: team performance management, performance management and learning organizations, performance management and virtual teams.	
5.2	Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay,	3 Hours
5.3	Ethics in performance management - ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management	3 Hours
	Total	36 Hours



Course Code	Course Name	Category	L	T	P	Credit
20MBA214	MANAGEMENT OF CREATIVITY AND INNOVATION	Elective	3	0	0	3

Preamble: The success of any creative work depends not only on the ability to find good ideas, but on the skills for developing, managing and presenting those ideas to others. This course will explore different techniques for finding and developing ideas, and apply them in common project and professional situations, such as presenting design briefs to potential clients, pitching ideas to peers or superiors, and winning design or creative debates with others. Further, students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Assessthe creative thinking style of a person.
CO 2	Analyse linkages between ideas and opportunities.
CO 3	Compare techniques for idea generation.
CO 4	Prepare the TRIZ framework in real life situation.
CO 5	Construct framework for effective decision making.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	2	2	1	3
CO 3	3	2	2	1	2
CO 4	2	3	2	1	2
CO 5	2	3	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.



Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA214 MANAGEMENT OF CREATIVITY AND INNOVATION

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. State Systematic Logical Thinking,
2. Define cognitive biases of creativity.
3. Interpret Lateral Thinking.
4. Illustrate about Patents.
5. Define Ideal Final Result.

(5x2marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Elaborate the SCAMPER methods with suitable examples.
7. Illustrate the TRIZ process and 40 Inventive principles.
8. Discuss the Eight-Dimensional approach for inventive and innovative problem solving.
9. The creation view of opportunities is based on Saras Sarasvathys' Effectuation model. Elaborate on its principles.
10. a) Discuss the focused thinking framework in decision making?
b) Elaborate on Reasoned arguments and Assumptions?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) An organisation is looking ways to improve its business during Covid -19 Pandemic situation. They decided to use the "Six Thinking Hats" model in the meeting to bring out new creative ideas. Elucidate about this creative technique. (12 Marks)
b) Do you think brain storming brings in more creative ideas for business improvement? (8 Marks)

(1x20 marks = 20 marks)

Syllabus	
Module 1	<p>Creativity & Concepts: Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity. Creativity styles; Setting the stage for success - Basic philosophy, Having a vision, Setting the right attitude, recognizing and avoiding mental blocks, Avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work; Creativity in problem solving - Problem Definition, Understanding, Representing; Pattern Breaking - Thinking differently, Changing your point of view, Watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation (escape, random word), Mind stimulation: games, brain-twisters and puzzles.</p>
Module 2	<p>Idea and Opportunity: History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time; Recognizing opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge, luck. Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view (building on cognitive foundations and Scott Shane’s material) - sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy’s effectuation logic, implications on the process.</p>
Module 3	<p>Ideation Process: Idea-collection processes – Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts; Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity, Experimentation.</p>
Module 4	<p>Systematic Inventive Thinking: TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation; Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention; Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principles to resolve technical contradiction.</p>
Module 5	<p>Decision and Ownership: Decision and Evaluation - Focused thinking framework; recognising Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions; Reasoning – reasoning, explanations, flaws in reasoning; Six thinking hats; Ethical considerations. Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition.</p>

Text Books

1. Bilton, C. (2006). *Management and creativity: From creative industries to creative management*. Wiley-Blackwell.
2. De Bono, E. (2015). *Serious creativity: How to be creative under pressure and turn ideas into action*. Random House.
3. De Bono, E. (1971). *The use of lateral thinking*. Penguin UK.

References and Suggested Readings

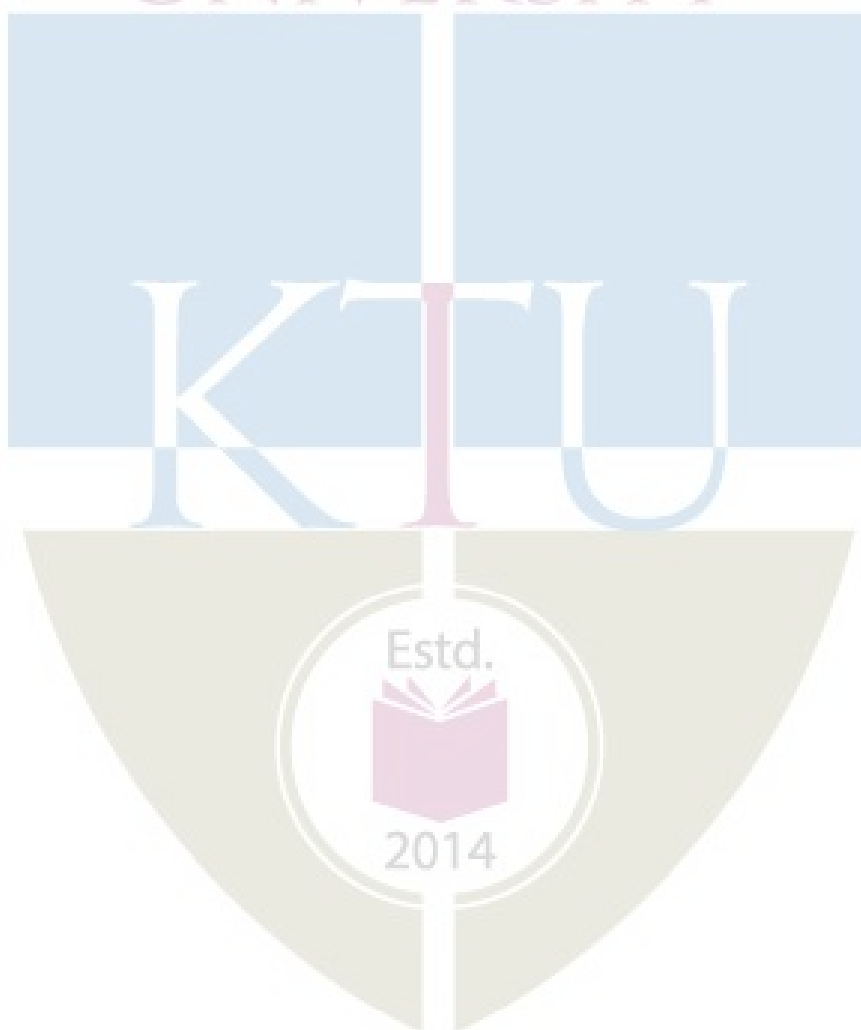
1. De Bono, E. (2017). *Six thinking hats*. Penguin UK.
2. Sickafus, E. A Brief Tutorial on Unified Structured Inventive Thinking.
3. Treffinger, D. J., Isaksen, S. G., & Stead-Dorval, K. B. (2006). *Creative problem solving: An introduction*. Prufrock Press Inc.
4. Flatow, I. (1992). *They All Laughed--: From Light Bulbs to Lasers, the Fascinating Stories Behind the Great Inventions that Have Changed Our Lives*. HarperCollins.
5. Higgins, J. M. (1994). *101 creative problem solving techniques: The handbook of new ideas for business*. New Management Publishing Company.
6. Shane, S. A. (2003). *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing.
7. J G. Altshuller: *Creativity as an Exact Science*, CRC Press, 1984
8. H. Altov: *The Art of Inventing (And Suddenly the Inventor Appeared)*, Technical Innovation Ctr, 1995.
9. GenrikhAltshuller, Lev Shulyak and Steven Rodman: *40 Principles: Triz Keys to Technical Innovation: 1* (Triztools, V. 1), Technical Innovation Ctr, 1997
10. Tony Buzon, (1991). *Use Both Sides of Your Brain*, Plume.
11. Vesper, K. H. (1990). New venture strategies. *University of Illinois at Urbana-Champaign's Academy for entrepreneurial leadership historical research reference in entrepreneurship*.
12. Sarasvathy, S. D. (2009). *Effectuation: Elements of entrepreneurial expertise*. Edward Elgar Publishing.
13. Smithers, D. *Innovate. Create. Execute.–An Entrepreneurial Mindset in Higher Education*.



Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	CREATIVITY & CONCEPTS	
1.1	Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity.	2Hours
1.2	Creativity styles; Setting the stage for success - Basic philosophy, having a vision, Setting the right attitude, recognizing and avoiding mental blocks, avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work.	2 Hours
1.3	Creativity in problem solving - Problem Definition, Understanding, representing; Pattern Breaking - Thinking differently, changing your point of view, watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation(escape, random word), Mind stimulation: games, brain-twisters and puzzles.	2 Hours
2	IDEA AND OPPORTUNITY	
2.1	History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time;	2 Hours
2.2	Recognizing Opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge, luck.	2 Hours
2.3	Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy's effectuation logic, implications on the process.	3 Hours
3	IDEATION PROCESS	
3.1	Idea-collection processes - Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking.	2 Hours
3.2	Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts.	3 Hours
3.3	Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity, Experimentation.	3 Hours
4	SYSTEMATIC INVENTIVE THINKING	
4.1	TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation.	2 Hours
4.2	Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention.	2 Hours
4.3	Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principles to resolve technical contradiction.	3 Hours
5	DECISION AND OWNERSHIP	

5.1	Decision and Evaluation - Focused thinking framework; recognizing Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions.	2 Hours
5.2	Reasoning– reasoning, explanations, flaws in reasoning;Six thinking hats.	3 Hours
5.3	Ethical considerations.Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition	3 Hours
	Total	36 Hours



Course Code	Course Name	Category	L	T	P	Credit
20MBA216	TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to impart expert knowledge about the development, organization and leadership of teams in both traditional and virtual settings. The course also intends to give the students an insight into the implications of cultural factors for business decision making, particularly in the context of the growing globalization of markets and business.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the internal dynamics of team
CO 2	Appraise the external dynamics of team
CO 3	Analyse the cultural environment of business
CO 4	Examine the effect of cultural values on management
CO 5	Apply cross cultural management on functional areas for improved organizational effectiveness

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	2	2	2	3
CO 3	2	3	3	1	3
CO 4	2	2	2	3	3
CO 5	3	3	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Estd.



2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA216TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. How do you differentiate team from group and crowd?
2. Define Team Boundaries
3. What is cultural dilemma?
4. How organizational structure and culture related?
5. What are the key challenges in cross cultural management?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the methods through which an organization can ensure successful team performance. (6)
- b. How will you manage conflicts and differences in the team positively? (4)
7. a. “Team leadership is altogether a new framework” what are the key challenges of team leadership? (7)
- b. Explain the major issues to be addressed with regard to leadership of virtual teams. (3)
8. a. Explain the sources and the key elements of a culture? (3)
- b. How can the culture influence employee behaviour in business organization. (7)
9. a. ‘Managing communication in a cross cultural context is a challenge’ Explain. (5)
- b. Elaborate the issues of employee motivation in a multi cultural environment. (5)
10. a. Explain the impact of cross cultural context on HR systems of an organization. (7)
- b. Demonstrate with example the influence of cultural difference on Marketing activities. (3)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. ‘The national culture has got a very strong influence on the corporate culture of that country’ Illustrate with suitable examples the business culture of Europe, Asia, America and Middle east using Hofstede’s model.

(1x20 marks =20marks)

Syllabus	
Module 1	Internal dynamics of team: Team; team formation; types of teams in organization, team roles; integrated model of successful team performance; team performance criteria; team performance appraisal; rewarding the team; designing team-tasks, people and process; developing team intelligence; team mental model; team learning; team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.
Module 2	External dynamics of team: Team boundaries; external role of team members; networking; leadership in team setting; team coaching; personal and team identity; inter team relationship; strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction; enhancing local teamwork; virtual teams; cross cultural teamwork.
Module 3	Cultural environment of business: Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour; cultural stereotype; levels of culture-organizational, corporate and national culture; framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model; Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.
Module 4	Effect of cultural values on management: cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality; cross cultural communication process; barriers to intercultural communication; motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies; strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.
Module 5	Cross cultural management: Functional areas: Workforce diversity; effective management of workforce diversity; diversity and business performance; cross cultural issues in human resource management; expatriate management; Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product-communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation); technology and culture in organizations, cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.

Text Books

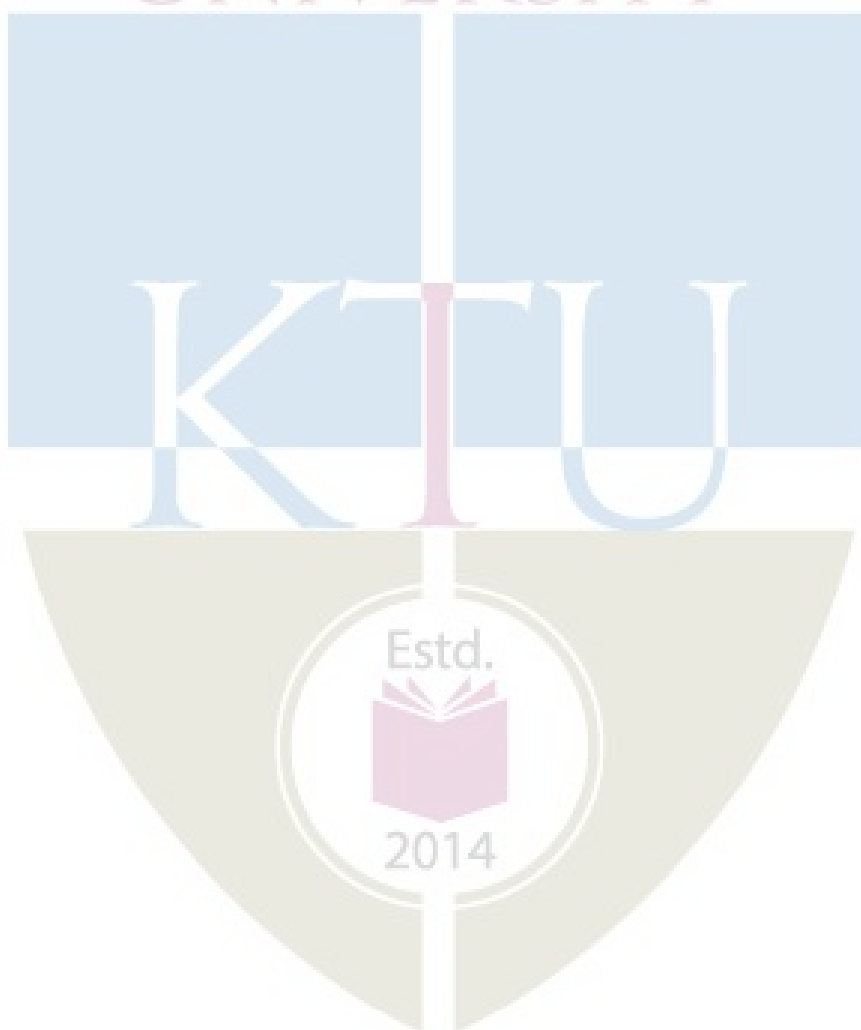
1. Browaeys M. J., & Price, R. (2019). *Understanding cross-cultural management*. Pearson UK.
2. Thomas D. C., & Peterson, M. F. (2016). *Cross-cultural management: Essential concepts*. Sage Publications.
3. Bhattacharyya D. K. (2010). *Cross-cultural management: Text and Cases*. PHI Learning Pvt. Ltd.
4. Madhavan S. (2011). *Cross-cultural management: concepts and cases*. Oxford University Press.
5. Thompson L. L. (2018). *Making the team: A guide for managers*. Pearson Education.

References and Suggested Readings		
1.	Solomon C. M., & Schell, M. S. (2009). <i>Managing across cultures</i> . Tata McGraw-Hill Education.	
2.	Lencioni P. M. (2007). <i>The five dysfunctions of a team: Participant workbook (Vol. 8)</i> . John Wiley & Sons.	

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Internal Dynamics of Team	
1.1	Team formation; types of teams in organization, team roles; integrated model of successful team performance.	2 Hours
1.2	Team performance appraisal; rewarding the team; designing team-tasks, people and process.	2 Hours
1.3	Developing team intelligence; team mental model; team learning.	1 Hours
1.4	Team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.	2 Hours
2	External Dynamics of Team	
2.1	Team boundaries; external role of team members; networking; leadership in team setting.	1 Hours
2.2	Team coaching; personal and team identity; inter team relationship	1 Hours
2.3	Strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction.	2 Hours
2.4	Enhancing local teamwork; virtual teams; cross cultural teamwork.	2 Hours
3	Cultural Environment of Business	
3.1	Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour.	1 Hours
3.2	Cultural stereotype; levels of culture-organizational, corporate and national culture.	2 Hours
3.3	Framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model.	2 Hours
3.4	Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.	2 Hours
4	Effect of Cultural Values on Management	
4.1	Cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality	2 Hours
4.2	Cross cultural communication process; barriers to intercultural communication.	2 Hours
4.3	Motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies.	2 Hours
4.4	Strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.	2 Hours
5	Cross Cultural Management: Functional areas	
5.1	Workforce diversity; effective management of workforce diversity; diversity and business performance.	2 Hours

5.2	Cross cultural issues in human resource management; expatriate management.	2 Hours
5.3	Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation).	2 Hours
5.4	Technology and culture in organizations; cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.	2 Hours
	Total	36 Hours



Course Code	Course Name	Category	L	T	P	Credit
20MBA218	INDUSTRIAL PSYCHOLOGY	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the business can be designed so that both efficiency and quality of employee life can be improved. The course will give the students insight into the psychological factors of employee which will direct and indirect impact on their work life.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Appraise the basics of Industrial psychology
CO 2	Analyse and manage the perception, learning and motivation of Employees
CO 3	Evaluate dimensions of emotions and emotional intelligence
CO 4	Manage dynamics of Individual and groups
CO 5	Assess and manage mentoring and counselling services in the organization

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	3	-	2
CO 2	3	1	3	2	3
CO 3	3	1	2	-	1
CO 4	3	3	3	-	1
CO 5	2	2	1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.



Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA218– INDUSTRIAL PSYCHOLOGY

Max. Marks: 60

Duration: 3 Hours

PART A

Answer **all** questions. Each question carries 2 marks.

1. Define Personality.
2. How do you relate behavior and learning?
3. How do you understand Emotional Quotient and Intelligence Quotient?
4. Differentiate crowd, group and team.
5. What are the advantages of mentoring in a business organization?

(5x2 marks = 10 marks)

PART B

Answer any **three** questions. Each question carries 10 marks

6. 'Every individual is considered unique' Explain different factors those act as the foundation of individual differences.
7. Explain Prominent theories of learning. Illustrate with example the applications of these theories in industry settings.
8. Elaborate various dimensions of Emotions? Explain any two prominent theories of Emotions?
9. Explain dynamics of Individual and Group Behavior? How can we relate the theories of TA with group behavior?
10. Explain in detail Mentoring and Counselling, what are the differentiating features and applications of each?

(3x10 marks = 30 marks)

PART C

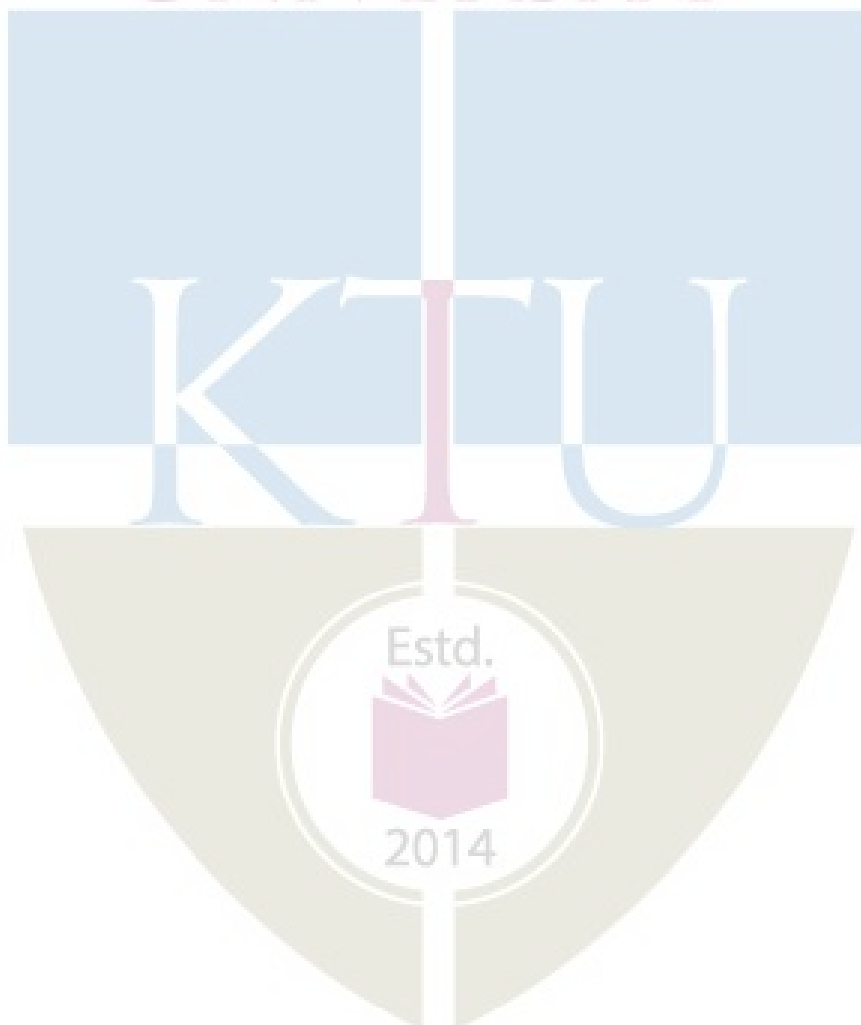
Compulsory Question. This question carries 20 marks

11. Mr. Menon had an operator who consistently stopped working about an hour early. She sat at the bench doing nothing, walked around or disappeared into the ladies' locker room. He felt this had a poor effect on morale and he tried to change it. "Look" he told the girl "What is the big idea of quitting early? You get payed to work right up to the buzzer" "I am making about my rate", retorted the operator "That is more than you can say for half the girls in here" Menon was aware that she averaged about 125 per cent bonus. "You are supposed to keep working until the end of the shift "he told

her. “Put another operator on the job” suggested the girl. “You’ll find that you’ll be lucky to get 100 per cent if she works the full eight hours.”

“Look here”, explained Menon, “We can't allow you to work for six or seven hours and then just stand around. It is bad for the morale of the other girls to see you goofing off”. “Who’s goofing off?” demanded the girl. I am more than the standard rate of the job. The company wants a certain amount of work in a shift. Well, if I can do the work in 15 minutes, that’s simply due to my good skills and none of your business”

1. Analyze the situation from a counselling point of view? (6)
2. How do you evaluate the way Mr. Menon handled the situation? (7)
3. What would have been your approach, if you were in the position of Mr. Menon? (7)



Syllabus	
Module 1	Introduction: Psychology as a science area of applications – study of individual-individual differences-study of behavior- stimulus response behavior heredity and environment human mind attitude- personality.
Module 2	Basic Psychological aspects: Perceptions- Factors influencing perceptions-perceptual processes; implications of perceptions on organizational Behavior; Learning –learning theories- components of learning- determinants of learning-principles of reinforcement and Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design.
Module 3	Emotions: dimensions of emotions; Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory; Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient.
Module 4	Group Dynamics: Individual and group-group and inter group dynamics; managing group in organization- intra- group behavior and inter group behavior; self-change - resistanceto change- nature of change-transactional analysis.
Module 5	Mentoring and Counselling: Employee wellness programmes- Coaching- Mentoring, Mentor, Role of Mentor- Mentoring inside the organization. Counseling-Importance of counseling- stages of counselling-role of Counsellor- Clinical counsellor. Role of counseling during disaster and industrial turbulence.

Text Book
<ol style="list-style-type: none"> 1. Davis K. &Newstrom J.W. (2001).<i>Organizational Behavior: Human Behavior at Work</i>, McGraw Hill Education. 2. Schermerhorn J.R.Jr., Hunt J.G &Osborn R.N. (2016).<i>Managing Organizational Behaviour</i>, John Wiley Publishers.
References and Suggested Readings
<ol style="list-style-type: none"> 1. Luthans F. (2010).<i>Organizational Behaviour</i>, McGraw Hill Education. 2. Morgan C.T., King R.A., John R Weisz &John Schopler (2017), <i>Introduction to Psychology</i>, McGraw Hill Education. 3. Blum M.L. and Naylor J.C., (2004), <i>Industrial Psychology: Its Theoretical and Social Foundations</i>, CBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO PSYCHOLOGY	
1.1	Psychology as a science area of applications	1 Hours
1.2	Study of individual- individual differences-study of behavior	2 Hours
1.3	Stimulus response behavior heredity and environment human mind attitude- personality	3 Hours
2	BASIC PSYCHOLOGICAL ASPECTS	
2.1	Perceptions- Factors influencing perceptions- perceptual processes; implications of perceptions on organizational Behavior	2 Hours
2.2	Learning –learning theories- components of learning- determinants of learning- principles of reinforcement and motivation	3 Hours
2.3	Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design	3 Hours
3	EMOTIONS	
3.1	Emotions- dimensions of emotions	2 Hours
3.2	Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory;	2 Hours
3.3	Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient	3 Hours
4	GROUP DYNAMICS	
4.1	Individual and Group-group and inter group dynamics;	2 Hours
4.2	Managing group in organization- intra- group behavior and inter group behavior	3 Hours
4.3	Change- resistance to change- nature of change- Transactional Analysis	3 Hours
5	MENTORING AND COUNSELING	
5.1	Mentoring, Mentor, Role of Mentor.	2 Hours
5.2	Mentoring inside the organization.	2 Hours
5.3	Counseling-Importance of counseling- role of counselor-Clinical counselor	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA220	HR CONSULTING: PROFESSION AND PRACTICE	Elective	3	0	0	3

Preamble: Organizations are experiencing unprecedented levels of change in an uncertain economic environment with global competitors, rapidly changing markets, increasing customer demands, and more stringent regulation and compliance requirements. This has a significant impact on the way in which human resource (HR) professionals consult with their business partners in their organization to deliver people management solutions that drive business performance. In practice, HR professionals are now expected to be internal consultants to line managers and senior managers. This course explores the skills, tools, and frameworks that HR professionals can use to effectively partner with internal stakeholders and work with clients to identify appropriate solutions. Learning the course will help students to work with clients to diagnose HR problems and do research to find root cause and successfully implement solutions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO1	Explain the role and competencies required for a consultant to solve business issues.
CO2	Build and maintain client consultant relationships to gain contracts.
CO3	Apply consulting frameworks, tools and techniques to diagnose issues and develop solutions.
CO4	Recommend solutions adhering to the standards and compliance with the laws.
CO5	Choose consulting areas in HRM and effectively partner with clients.

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	1	2	2	3	2
CO2	2	2	2	1	2
CO3	3	3	1	3	2
CO4	2	3	3	3	3
CO5	2	2	1	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.



Model Question paper**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION****20MBA220 – HRCONSULTING: PROFESSION & PRACTICE**

Max. Marks: 60

Duration: 3 Hours

PART AAnswer *all* questions. Each question carries 2 marks.

1. Distinguish between business consultant and management consultant.
2. List the different types of consultants.
3. What are different areas of HR outsourcing?
4. What is disengagement in a consulting project?
5. What is BPR?

(5x2 marks = 10 marks)

PART BAnswer any *three* questions. Each question carries 10 marks

6. HR outsourcing services are highly customised based on client's need – Comment.
7. What do you think are the areas of issues in Client-Consultant relationship? Explain.
8. Discuss the methods used for discovering system's gifts, possibilities and capacities of an organization.
9. Why are interim reviews important? How does it help in business consulting? Discuss.
10. Explain how Business process reengineering helps in getting the desired results of consulting.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. "Consulting industries has not only grown in size, stature and global reach but it has also gone through several cycles of professionalization". Discuss.

(1x20 marks =20marks)

Syllabus	
Module 1	HR Consulting- An overview - Business consulting; Types of business consultants, Reasons for hiring a business consultant, Trends in Consulting, Criteria for selecting business consultancy, Top Consulting Firms in the world. Consulting as a profession and its scope, HR consulting – scope and benefits, type of services offered, Best HR consulting firms globally and in India, HR consultant – Education and certifications, Responsibilities, Competencies & Values, Job outlook and salary, Tools a consultant must know.
Module 2	Client - consultant relationship management - The Consulting Process, Models used by consulting firms to analyze clients, Client relationship – Areas of issues in client- consultant relationship, Recommendations for relationship management, Generating and winning consulting assignments, Repeated assignments, Retainer contracts, how to prepare Proposals, Writing successful Proposals.
Module 3	Consulting Process- Steps in consulting - From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Third party consulting Vs Whole process consulting, diagnosing problems, Mapping workflow techniques to improve business efficiency, bottlenecks identification – identifying and solving process bottlenecks, providing solutions, discovering system capacities and possibilities, Project Management – tools, techniques, Presentation of findings and recommendations.
Module 4	Deliverables and disengagement - Analyzing and framing problems - applying business process reengineering (BPR), smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for ‘buy-ins’ – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement
Module 5	Human Resources in Organization Consulting- Consulting areas in HRM, Outsourcing and HR – areas for outsourcing, HR Consulting firms in India and its future in India.

Text Books

1. Block Peter (2011). *Flawless Consulting – A Guide to getting your expertise used*. Pfeiffer.
2. Toppin Gilbert, Czerniawska Fiona (2005). *Business Consulting – A guide to How it Works and How to Make it Work*. The Economist.

References and Suggested Readings

1. Friga Paul, Rasiel Ethan (2017). *The McKinsey Mind: Understanding and Implementing the Problem- Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm*. McGraw-Hill Education.
2. Larry E. Greiner, Thomas H. Olson, Flemming Poulfelt (2010). *Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals*. Routledge.

3. Bell Chip R. and Leonard Nadler (1984). *Clients and Consultants: Meeting and Exceeding Expectations*. Gulf Publishing Company, Book Division, Houston.
4. Cohen William A (2009). *How to Make it Big as a Consultant*. AMACOM.
5. David Karlson (2004). *Marketing Your Consulting or Professional Services (A Step-By-Step Program of Proven Marketing Techniques)*. Viva Books Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	HR Consulting - An overview	
1.1	Overview of consulting business and reasons for hiring business consultant	2 Hours
1.2	Scope and benefits of HR consulting	2 Hours
1.3	Education, Responsibilities & Competencies for an HR consultant	2 Hours
2	Client - consultant relationship management	
2.1	The Consulting Process, Models used by consulting firms to analyze clients	3 Hours
2.2	Managing Client-Consultant relationship	2 Hours
2.3	Generating and winning consulting assignments, Writing successful Proposals	2 Hours
3	Consulting Process	
3.1	Steps in consulting process	2 Hours
3.2	Diagnosing problems, Workflow techniques	2 Hours
3.3	Identifying and solving process bottlenecks	2 Hours
3.4	Project management tools & techniques	2Hours
4	Deliverables and disengagement	
4.1	Analyzing organizational problems	2 Hours
4.2	Preparation of Deliverables, Standardization and compliance to laws	3 Hours
4.3	Implementation of deliverables – training, coaching and mentoring	3 Hours
5	Human Resources in Organization Consulting	
5.1	Consulting areas in HRM	2 Hours
5.2	Outsourcing and HR	3 Hours
5.3	HR Consulting firms in India and its future in India	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA222	TALENT SOURCE & ACQUISITIONS	Elective	3	0	0	3

Preamble: This course will help students broaden their knowledge in the wide-sweeping area of talent management. It also aims at providing an insight on talent management strategies & ways that can be adopted by talent retention in the changing competitive environment.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine strategies to fill critical needs identified through a gap analysis.
CO 2	Identify key requirements to attract and acquire skilled talent.
CO 3	Explore best practices for developing talent.
CO 4	Asses the key elements to engage and retain skilled resources.
CO 5	Examine HR metrics and measures of success for talent management strategy.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	2	3	2
CO 3	3	3	2	3	3
CO 4	3	3	2	2	3
CO 5	3	3	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.



Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA222– TALENT SOURCE & ACQUISITIONS

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Define Necessary skills mapping.
2. Analyze on the importance of Talent Metrics?
3. How can we manage different types of clients or hiring managers?
4. Compare Training & Development process.
5. Examine the importance of Talent Management in HR?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Explain the Recruitment & Selection strategies used in Talent Acquisition?
7. Analyze the importance of social media in Talent Sourcing.
8. Elaborate on the process of Talent Departure? What are the costs associated with the departure of a talent in an organization?
9. Summarize on the various Drivers of Engagement. How to design a Talent engagement strategy?
10. Illustrate the framework of Talent Sourcing & Acquisition.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Glitter Watches is a company promoted by a leading business house / group in India. Themajor plant of the company is 45 kms away from Mumbai City. The company is generallyknown for its professional work culture and very attractive remuneration packages. When the first plant was set up five years ago, the management was able to attract many senior and middle level talent forces from other companies. Glitter Watches' HR department attracted several technical and operational talents from various competitors. However, the key posts of the plant were held by personnel drawn from Glitter's own group companies. The group had its plants in all parts of India, except in South. When they realized the market potential, Glitter Watches management decided to set up its first plant in South India. A plant was set up in a

town near Bangalore in 6 months' time and the company HR department made a quick ramp up of talent force. Therefore, the company had a mixed group of personnel – sourced from various public sectors and private companies operating in South India and the group's top-ranking executives (came to South India for the first time) started managing the south Indian Plant. Added to this, there were contract shop floor workers were from the plant locality. The plant started the operations based on its group policy & after six months, all-around disillusionment had set in and everyone was cursing himself or herself for quitting his or her previous job and joining Glitter Watches. There was a lack of synergy occurred and conflict between different categories started here and there.

Questions:

- a) Discuss the case incident under the following mentioned factors (1) Top Management Plan (2) Sourcing talents for new plant (3) Socialization process. (4)
- b) From an HR point of view, have you noticed any changes in the approach when compare the first plant to the new plant? How will enhance the employer branding with reference to South Indian Plan? (4)
- c) What is your opinion on HR department's acquisition of talent forces from crossculture background in the new plant? What will be effect on a long term? (4)
- d) The lack of synergy and lack of homogeneity noticed in the new plant is a temporary phenomenon or it will cause serious issues. What is your opinion & justify it? (4)
- e) What are the main talent engagement and retention strategies which you will suggest for the HR department operating in the new plant? (4)

(1x20 marks = 20 marks)



Syllabus	
Module 1	Overview of Talent identification, Sourcing and Development: Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs; Sourcing talent; Developing talent, deployment of talent; Establishing talent management system; Offer management; Role of HR in talent management.
Module 2	Understanding the Job Requisitions: Job Requisition Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers; Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit); Social Media for Talent Sourcing LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior.
Module 3	Talent Acquisition: Recruitment and selection strategies; Career planning and management; Succession planning; Socialization and induction of new employees; Training and development; Executive development program.
Module 4	Talent Retention: Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview); Measuring and monitoring turnover and retention data; Designing engagement strategies; Drivers of engagements.
Module 5	ROI of Talent: Measuring contribution of talent to business performance; Talent metrics; Measuring human capital investment; Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow.

Text Books

1. Shukla R. (2009) *Talent management: Process of developing & integrating skilled worker*. Global India Publications.
2. Hasan M., Singh A.K.& Dhamija S. (2017). *Talent management in India: Challenges & opportunities*. Atlantic Publishers & Distributor.
3. Cheese Peter, Robert J. Thomas and Elizabeth Craig (2007). *The Talent Powered Organization*. Kogan Page Ltd.

References and Suggested Readings

1. Stringer Hank & Rusty Rueff (2006). *Talent Force: A New Manifesto for the Human Side of Business*. Pearson Education.
2. Sears David (2003). *Successful Talent Strategies*. American Management Association.
3. Lawyer III, Edward E. (2008). *Talent: Making People your Competitive Advantage*. Jossey Bass.
4. Phillips Jack J., Lisa Edwards (2008). *Managing Talent Retention, An ROI Approach*, John Wiley & Sons.
5. Davis Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme (2007). *Talent*

Assessment, Gower Publishing Ltd.

6. ShallySteckerl (2013). *The Talent Sourcing & Recruitment Handbook: Source Better, Smarter, Faster & Cheaper Than the Competition*. Weddle's.

7. Ann W. Sholar (2014). *The Talent Sourcing and Recruitment Handbook*. Create Space Independent Publishing Platform.

8. Lance Berger and Dorothy Berger (2010). *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People*. McGraw Hill Education (India) Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Overview of Talent Identification, Sourcing and Development	
1.1	Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs;	2 Hours
1.2	Sourcing talent; Developing talent, deployment of talent; Establishing talent management system	2 Hours
1.3	Offer management; Role of HR in talent management.	2 Hours
2	Understanding the Job Requisitions	
2.1	Job Requisition: Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers.	2 Hours
2.2	Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit)	3 Hours
2.3	Social Media for Talent Sourcing (LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior	3 Hours
3	Talent Acquisition	
3.1	Recruitment and selection strategies; Career planning and management	2 Hours
3.2	Succession planning; Socialization and induction of new employees	2 Hours
3.3	Training and development; Executive development program.	3 Hours
4	Talent Retention	
4.1	Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview)	2 Hours
4.2	Measuring and monitoring turnover and retention data	3 Hours
4.3	Designing engagement strategies; Drivers of engagements.	3 Hours
5	ROI of Talent	
5.1	Measuring contribution of talent to business performance	2 Hours
5.2	Talent metrics; Measuring human capital investment	2 Hours
5.3	Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow	3 Hours
	Total	36 Hours