17BB329-TALENT PLANNING AND ACQUISITION

Course Objective:
The course provides an understanding of planning and acquiring organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

Course Outcomes:
By the end of the course the learners are expected to
- Gain conceptual knowledge and operational understanding of all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
- Understand the role of human resource planning in creating effective organizations
- Get acquainted with techniques necessary for successful strategic human resource planning.
- Develop the skills to design and implement effective recruitment and selection processes and critically evaluate existing processes.
- Become familiarized with the latest trends and best practices in talent acquisition.

UNIT – I
Defining Strategic Staffing, Components, Goals, Integrating functional areas of HRM- Business and Staffing strategies: Resource Based View, Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firms staffing strategy, The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships, EEO, Affirmative Action, Bases for Employment Law Suits

UNIT - II
Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications – Workforce Planning Process, Forecasting the Firm's Labor Demand and Labor Supply- Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Labor supply and demand, staffing planning

UNIT - III
Recruiting: Effective recruiters, Training and Developing Recruiters- Recruiting Metrics, Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods.

UNIT - IV
Latest trends in Recruitment: e-recruitment, Social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection

tools and Techniques, Predictors of Job Performance- Testing: Types of Tests, The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategies

UNIT - V
The Employment Contract, Presenting a job offer, Negotiating, Closing the Deal – Orienting and Socializing New Employees – Managing the Flow of Workforce – Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation.

Skill Development:
(*These activities are only indicative, the Faculty member can innovate*)

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
3. Study Attracting strategies of any 2 companies of financial institution
4. List out the latest trends in Recruitment
5. Study orientation programs offered by any 2 companies of IT sector

TEXT BOOKS:

1. J ean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson
2. B elcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cengage Learning.

REFERENCE BOOKS:

1. D K Bhattacharya, Human Resource Planning, Excel Books.

2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.