

**NAIPUNNYA BUSINESS SCHOOL**  
**MASTER OF BUSINESS ADMINISTRATION**  
**BUS 1AC H01 MANAGING SELF AND OTHERS**

**Time: 24 hours**

**Credits: 2**

**Course objectives:**

- To gain an understanding of self and its various dimensions.
- To understand the interpersonal dynamics and its impact on organizations.

**Module I**

Concepts of Self Ego and ego states – skills – introduction to Freud, Transactional Analysis – use of Psychometrics – projective / situational tests – tools and techniques – personality – Theories – Developing a winning personality

**Module II**

Group as a medium for learning – Group cohesiveness – interpersonal communication – interpersonal awareness – interpersonal feedback – interpersonal trust – Johari Window – Group decision making – group synergy – team building – Change management - Change Management Process – Methods and Techniques for Communicating Change.

**Module III**

Counselling employees – Approaches to counseling - counseling process - Application of counseling to organizational situations with a focus on performance counseling.

**Books:**

1. MacLennan, Nigel, Counselling for Managers, Grover, Aldshot, 1996.
2. Cromer, L.S and Hackney H, The Professional Counselor's Process Guide to Helping, Prentice Hall Inc., Englewood Cliffs, New Jersey, 1987.
3. Bennis, W,G, Essay in Interpersonal Dynamics, Dorsey Press, USA, 1979.
4. McShane, Steven and Von Glinow, Mary Ann, Organisational Behaviour, Tata McGraw Hill, New Delhi, 2005.
5. Moore M.D et al, Inside Organizations: Understanding the Human Dimensions, Sage, London, 1988.
6. Adler, N.J. International Dimensions of Organisational Behaviour, Kent Publishing, Boston, 1991.
7. Hofstede, G. Culture's Consequences: International Differences in Work related Values, Sage, London, 1984.

**NAIPUNNYA BUSINESS SCHOOL**  
**MASTER OF BUSINESS ADMINISTRATION**  
**BUS 1AC H02 TALENT SOURCING & ACQUISITION**

**Time: 24 hours**

**Credits: 2**

### **Course Objective**

- This course will help students broaden their knowledge in the wide-sweeping area of talent management.
- The competitive advantage an organization possesses is its ability to manage its pool of talent.
- It also aims at providing an insight on Talent management strategies & ways of talent retention in the changing competitive environment.

### **Module I**

Overview of Talent identification, Sourcing and development; 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 II**

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 III**

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. ROI of Talent: Measuring contribution of talent to business performance; Talent metrics.

### **Reference**

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

4. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint