

MODULE SPECIFICATION FORM

Module Title: Resourcing and Talent Management	Level: 7	Credit Value: 15
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Module code: BUS7AE	Cost Centre: GAMG	JACS3 code: N215
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Trimester(s) in which to be offered: 2	With effect from: Sept 2015
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Office use only: To be completed by AQSU:	Date approved: August 2015
	Date revised: -
	Version no: 1

Existing/New: New	Title of module being replaced (if any): BUS740 People and Talent Management
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Originating Academic School: Business	Module Leader: Denise Preece
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Module duration (total hours): 150 Scheduled learning & teaching hours: 50 Independent study hours: 100 Placement hours: 0	Status: core/option/elective Core (identify programme where appropriate):
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Programme(s) in which to be offered: MA Human Resource Management Programme	Pre-requisites per programme (between levels):
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Module Aims: The purpose of this module is to develop the skills and knowledge, based on contemporary debates and future developments, needed to enable the organisation to achieve the most fundamental HRM aim of mobilising a workforce. Thus ensuring that at all times the organisation has the right people, with the right skills, in the right jobs.

Intended Learning Outcomes:

Knowledge and Understanding:

At the end of this module, students will be able to:

1. Display capability and critical awareness of resourcing and talent management strategies based on an evaluation of national and international employment markets, and justify effective recruitment, selection, and induction activities.
2. Critically evaluate and develop talent management and succession planning, turnover and retention strategies with a view to building long-term organisational performance.
3. Critically analyse the requirements needed to manage retirement, redundancy and dismissal practices fairly, efficiently and in accordance with the expectations of the law, ethical and professional practice.

Transferable/Key Skills and other attributes:

Students will be able to;

- Think critically and creatively: analysing, synthesising and critically appraising current and predicted changes in the external environment as they relate to attitudinal, behavioural, and skill requirements of people/ talent. Thus students will be enabled to investigate cutting-edge, innovative approaches to people resourcing and to take account of a turbulence business environment.
- Communicate effectively: listening using oral and written communication to convey complex ideas and arguments, using a range of media including business reports. Students will learn practical skills associated with people resourcing, such as selection interviewing, and the ability to marshal arguments based on the assessment of a range of candidates for organisational employment or redundancy.

This module maps against the CIPD module 7RTM Resourcing and Talent Management

Assessment:

The assessment will require the learner to produce a business report that is a critical review of the resourcing and talent management strategies in their organisation based on evaluation of employment markets, and incorporating recommendation for improvement in one or more critical resourcing and talent management areas (recruitment and selection, succession planning, retention and /or exit strategies) in the light of current research and thinking.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count (or equivalent if appropriate)
1	1, 2 & 3	Report	100%		3,500

Learning and Teaching Strategies:

The teaching and learning strategy aims to produce professionals who are not only able to perform effectively in their present roles; but who have developed the skills, insight and confidence to develop and learn to mobilisation of their organisational workforce.

The teaching methods are designed as a blended learning programme, combining tutor moderated or led interactions with digital learning resources, access to self-study resources and networked and collaborative learning among students as part of the regions HR community.

The syllabus for the module will be delivered over a twelve week period (Trimester.) Both Distance Learning and Blended Learning Students will be provided with the same access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle including; Panopto Digital Lectures, Online Subject Guides, Learning Resources, Library Resources, Residential Weekends and either online (Distance Learning Students) or Face-to-Face (Blended Learning Students) tutorials.

To achieve this 'thinking performer' approach the strategy is to focus on enhancing the learners knowledge and their capacity to be reflective on how Resourcing and Talent Management practices can contribute to the sustainable competitive advantage of an organisation.

Owing to the eclectic range of perspectives on organisations and consequent people resourcing strategies the learners are encouraged to take a collaborative approach to learning with peers from a wide range of backgrounds to enable them to benefit from their varied perspectives.

Therefore teaching and learning involves both the introduction of knowledge, concepts and issues by the tutor or student but also an evaluation of suitability and limitations of such ideas. These activities are intended to 'stretch' students by encouraging them to tolerate the complexity and ambiguity that must exist in real situations. The range of teaching practices deployed includes: online digital lectures, tutorials, case studies, discussions, coaching, skills development workshops

The range of teaching practices deployed includes: lectures, case studies, discussions and guided reading to allow for dissemination of knowledge which can be explored in a safe environment. Having a variety of ages, skills, experience and background means that the students learn to help themselves and each other, thus enhancing their collaborative and interpersonal skills. Similarly having to voice opinions and put their case helps to develop their presentational and persuasive skills, as do the assignments.

Students must be able to direct their own learning and develop their own learning strategies, the requirements for this is introduced at the induction and reinforced in all modules.

Syllabus outline:

This module provides students with;

- An understanding of the activities required to deliver the fundamental objectives of Human Resources (HR) function; the mobilisation of a workforce and the ability of the organisation to assemble together teams of people with the necessary skills, attitudes and experience to meet their objectives. A further objective is to retain effective performers for as long as possible.
- An examination on the practical aspects of recruitment, selection, employee retention and dismissal, but also the strategic aspects to equip learners with the knowledge and skills required for resourcing and talent management within a global context. It will provide information on how skills can be sourced by hiring employees, but also through other means such as the employment of peripheral workers and subcontracting taking into account the demand and supply for skills.
- The development of a strategic approach to attract and retain staff, analysing key employment markets and gaining an understanding of their dynamics to enable the organisation to compete more effectively, both now and in the future. The increased sophistication in the area of resourcing and talent planning is reflected in proactive diversity management, employer branding, work-life balance initiatives and innovative approaches to job design, which are covered in this module.
- The development of the skills required to reflect critically on theory and practice from an ethical and professional standpoint and provides opportunities for applied learning and continuous professional development.

Indicative module content

1. The major features of national and international employment markets from which organisations source people/ talent and how these markets evolve or change. Ways in which employment markets vary and the implications for organisations.
2. Current and future demand and supply of skills. Identifying and assessing the role of employment market competitors. Key national and international employment market and demographic trends.
3. The development and evaluation of resourcing and talent management strategies, diversity management and flexible working initiatives.
4. Ensuring that the organisation remains competitive in his major employment markets having regard to organisational objectives, resource constraints and the need to enhance flexibility. Positioning an organisation in the market. Work life balance initiatives, employer branding exercises, setting terms and conditions, job design, flexible working.
5. Managing skills shortages and diversity. Managing interpersonal skills and developing a people management skill set.
6. Recruitment, selection and induction activities. Critical analysis of the major methods used in recruiting and selecting people. Overseas recruitment. Efficient recruitment administration. Design and delivery of timely and effective staff induction. Job advertising, employment agencies, education liaison. Validity of different selection methods. Psychometric testing, selection interviewing, assessment centres.
7. Human resource/ talent planning and succession planning. Reconciling demand for and supply of skills. Workforce planning, scenario planning, succession planning. Enhancing functional and numerical flexibility. Outsourcing, subcontracting and using external consultants.
8. Retention strategies, people /employee 'churn', redeployment, discharge and redundancy handling. Measuring, recording and analysing turnover data, and diagnosing the principal drivers of unwanted turnover.

9. Developing, operationalizing and evaluating actions aimed at increasing employee retention.
10. Legal restraints and rights. Managing the release of employees efficiently and lawfully. Professional practice in disciplinary procedure, redundancy selection and severance compensation. Pre-retirement planning and training. Phased retirement.

Bibliography:

Essential

Berger, L., A. (2011) *The Talent Management Handbook: Creating A Sustainable Competitive Advantage By Selecting, Developing, And Promoting The Best People*, New York: McGraw-Hill.

Taylor, S. (2014) *Resourcing and Talent Management*. (6th edition). London: CIPD

Other indicative reading:

Armstrong, M. and Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice* (13th edition). London: Kogan Page

Bach, S. and Edwards, M. (2012) *Managing Human Resources: Human Resource Management in Transition*. (5th Edition). John Wiley & Sons

Morgan, J. (2014) *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization*: Wiley.

Mosley, R. (2014) *Employer Brand Management: Practical Lessons from the World's Leading Employers*: Wiley.

Nikolaou, I. and Oostrom (2015) *Employee Recruitment, Selection and Assessment: Contemporary Issues for Theory and Practice*. Psychology Press

Pilbeam, S. and Corbridge, M. (2010) *People Resourcing And Talent Planning: HRM In Practice*, Harlow, England: Financial Times Prentice Hall.

Sheridan, K. (2012) *Building A Magnetic Culture: How To Attract And Retain Top Talent To Create An Engaged, Productive Workforce*, New York: McGraw-Hill.

Smith, T. (2012) *Strategic Workforce Planning: Guidance and Back-Up Plans*.

CreateSpace Independent Publishing Platform

Yeung, R. (2010) *Successful Interviewing and Recruitment (Creating Success)* Kogan Page

Journals

[Human Resource Management Journal](#)

[International Journal of Human Resource Management](#)

[People Management](#)

[Personnel Review](#)

[Work, Employment and Society](#)

Websites

www.cipd.co.uk - Chartered Institute of Personnel and Development

www.employmentstudies.co.uk - Institute for Employment Studies

www.ilo.org - International Labour Organization

www.bis.gov.uk - Department of Business, Innovation and Skills

www.ons.gov.uk - Office for National Statistics

www.europa.eu/employment - European Union Employment and Social Affairs

www.managers.org.uk - Chartered Management Institute

www.tuc.org.uk - Trades Union Congress

www.independent.co.uk - Independent newspaper
www.telegraph.co.uk - Daily Telegraph newspaper
www.bbc.co.uk/news/ - BBC News website
www.cnn.com/BUSINESS - CNN Business News