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| Module Code: | ONL710 |
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| Module Title: | Resourcing and Talent Management |
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| Level: | 7 | Credit Value: | 15 |
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| Cost Centre(s): | GABP | <u>JACS3</u> code: | N600 |
| | | <u>HECoS</u> code: | 100085 |

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| Faculty | SALS | Module Leader: | Emma Taylor |
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| Scheduled learning and teaching hours | 15hrs |
| Guided independent study | 135 hrs |
| Placement | 0 hrs |
| Module duration (total hours) | 150 hrs |

| Programme(s) in which to be offered (not including exit awards) | Core | Option |
|--|-------------------------------------|-------------------------------------|
| MBA | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| MBA Human Resource Management | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| | <input type="checkbox"/> | <input type="checkbox"/> |

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| Pre-requisites |
| A first degree and appropriate work experience |

Office use only

Initial approval: 25/01/2019
 With effect from: 03/06/2019
 Date and details of revision:

Version no: 1

Version no:

Module Aims

To encourage students to independently explore and develop their skills and knowledge via contemporary debates and future developments of the strategic alignment, engagement and deployment of an organisation's workforce. Students will research the diverse contribution that such essential HR management practices will have on future business performance.

To develop analytical techniques and judgements based on theoretical models and contextual trends that impact on resourcing and talent management across strategic business functions.

Intended Learning Outcomes

Key skills for employability

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| KS1 | Written, oral and media communication skills |
| KS2 | Leadership, team working and networking skills |
| KS3 | Opportunity, creativity and problem solving skills |
| KS4 | Information technology skills and digital literacy |
| KS5 | Information management skills |
| KS6 | Research skills |
| KS7 | Intercultural and sustainability skills |
| KS8 | Career management skills |
| KS9 | Learning to learn (managing personal and professional development, self-management) |
| KS10 | Numeracy |

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

Key Skills

| At the end of this module, students will be able to | | Key Skills | |
|---|---|------------|-----|
| 1 | Demonstrate critical awareness and justification of effective resourcing and talent management strategies, based on an evaluation of national and international employment markets. | KS1 | KS5 |
| | | KS3 | KS6 |
| | | KS4 | KS9 |
| 2 | Develop and critically evaluate talent management and succession planning, and recruitment and retention strategies with a view to building long-term organisational performance. | KS1 | KS5 |
| | | KS3 | KS6 |
| | | KS4 | KS9 |
| 3 | Critically analyse the different ways in which employee turnover can impact on an organisation's ability to achieve its strategic goals, and demonstrate understanding and application of lawful and ethical people management processes within this field. | KS1 | KS5 |
| | | KS3 | KS6 |
| | | KS4 | KS9 |
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Transferable skills and other attributes

Interpretation and presentation of data and findings. Prioritising, problem solving. Decision making

Derogations

None

Assessment:

Indicative Assessment Tasks:

Assessment (3 parts)

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 of their choice, based on an evaluation of the employment markets, and incorporating recommendations for improvement in one or more critical resourcing talent management areas – i.e. recruitment and selection, succession planning, retention and/or exit strategies in light of current research and thinking. This will be underpinned and justified by relevant theory and academic research.

| Assessment number | Learning Outcomes to be met | Type of assessment | Weighting (%) | Duration or Word count (or equivalent if appropriate) |
|-------------------|-----------------------------|--------------------------------|---------------|---|
| 1 | 1 & 2 | Background to Report | 25% | 550 |
| 2 | 1,2 & 3 | Report analysis | 25% | 550 |
| 3 | 1,2 & 3 | Report implementation strategy | 50% | 1,100 |

Learning and Teaching Strategies:

The overall learning and teaching strategy is one of guided independent study, in the form of distance learning requiring ongoing student engagement. On-line material will provide the foundation of the learning resources, to support a blended approach, requiring the students to log-in and engage on a regular basis throughout the six-week period of the module. There will be a mix of recorded lectures and supporting notes/slides, containing embedded digital content and self-checks for students to complete as they work through the material and undertake the assessment tasks. The use of a range digital tools via the virtual learning environment together with additional sources of reading will also be utilised to accommodate learning styles. There is access to a help-line for additional support and chat facilities through Canvas for messaging and responding.

Syllabus outline:

Strategic and operational HR aspects of recruitment, selection, management, retention and dismissal of employees
 Mobilisation of the workforce for organisational performance
 Models of resourcing and talent management strategy
 Analysis of key employment markets and future trends

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| Indicative Bibliography: |
| Essential reading |
| Taylor, S. (2018) Resourcing and Talent Management. (7th edition). London: CIPD |
| Other indicative reading |
| Armstrong, M. and Taylor, S. (2017) Armstrong's Handbook of Human Resource Management Practice (14th Edition). London: Kogan Page 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. Journals Human Resource Management Journal People Management – CIPD |