H9MDTA: Managing and Developing Talent

Module Code:	H9MDTA
Long Title	Managing and Developing Talent APPROVED
Title	Managing and Developing Talent
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	COLETTE DARCY
Module Author:	Isabela Da Silva
Departments:	School of Business
Specifications of the qualifications and experience required of staff	

Learning Outcomes	
On successful completion of this module the learner will be able to:	
#	**Learning Outcome Description**
LO1	Critically evaluate the potential and appropriateness of a Talent Management approach as a means of achieving strategic goals in an organisation.
LO2	Analyse and review the development of Talent Programmes, interventions, methods and activities to identify and develop key groups in the organisation
LO3	Critically evaluate the use of succession planning and partner with key stakeholders in the identification and development of talent for current and future workforce needs.
LO4	Analyse the range of learning and talent development strategies, policies, practice and research in the wider economic context and in different sectors
LO5	Analyse and develop an understanding of a range of analytics in the planning, development and retention of talent in the organisation
LO6	Advocate and support ethical learning and development practices with commitment to diversity and equal opportunities and role model a continuous professional development and learning culture.

Dependencies
Module Recommendations
No recommendations listed
Co-requisite Modules
No Co-requisite modules listed

Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisitesapply.

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Module Content & Assessment

Indicative Content

Talent Management
Introduction to the key concepts of Talent Management Different approaches to Talent Management e.g. inclusive and exclusive Influences on selection of approaches for organisations, organisation type and culture, strategic goals of the organisation, labour market, economy, size, sector, competitors etc. Consideration of organisational issues and approaches to TM to address problems Defining and identifying talent and talent groups An integrated approach to the resourcing, rewarding and development of key groups Talent Management as part of the HR structure in the organisation and in different organisation settings Ethical considerations in the approaches to Talent Management

Managing Talent
Developing the talent pipeline Performance Management and Talent Coaching and mentoring, facilitation to develop and enhance performance. Competency frameworks in identifying talent, to aid development and close performance gaps Succession planning. Rewarding talent e.g., total reward approach, job/career families Managing and developing International Talent, secondments as a development approach and career opportunities

Developing Talent
Developing the Talent Development Strategy for the business and aligning it with wider HRM Policy, Corporate goals and strategy Development planning Development for inclusive and exclusive approaches Technology to develop Learning platforms

Career Management
Developing appropriate approaches to the career management and development of key groups e.g. Leaders Managers, Graduates, Diversity

Learning and Development and Learning Interventions
Strategic Learning and Development (L&D), Integration of business and L&D strategies Introduction to core concepts in L&D and different approaches How L&D contributes to an organisation's performance and achievement of strategic goals Learning Needs Analysis, designing training events and learning interventions, delivery and evaluation of learning events. Roles and responsibilities for L&D in the organisation Talent Management Interventions Assessing the needs of key groups and developing interventions to target key groups and individuals Approaches to development in an inclusive talent strategy/exclusive talent strategy Using technology in learning e.g. learning platforms, self-development Developing a learning culture Personal development plans/Individual development plans Career planning Evaluating L&D approaches and return on investment

Developing Managers as a Key Group
Management Development strategies Management Development Programmes Wider considerations in the development of effective management Developing HR professionals/managers and continuing professional development Professional networks (e.g., CIPD for HR professionals), external and internal networks for ongoing development and knowledge sharing

Evaluation and Development Approaches
Evaluating the range of interventions Coaching, mentoring, reflective practice, networks, knowledge sharing Self-Development, 360-degree feedback Formal Development Programmes Experiential Learning, facilitation, reflective learning

Analytics
Talent Planning and Development Career Progression and Pathways Equal opportunities/Diversity – measures Retention of talent and turnover analysis Rewarding Talent – Pay Distribution and pay awards Performance Reviews – Analysis Showing value and return on investment Benchmarking pay and benefits to inform reward strategy

Frameworks
Using Development Frameworks and assessment centres to identify and develop talent Reviewing Competency Frameworks and Capability frameworks for assessment and development Self-development platforms to enable continuing development across the organisation and career development Consideration on ethical approaches to talent and policies on diversity and equal opportunities Ethical learning and development practices

Assessment Breakdown	%
Coursework	100.00%

Assessments

Full Time

Coursework

Assessment Type:	Formative Assessment	**% of total:**	Non-Marked
Assessment Date:	n/a	**Outcome addressed:**	1,2,3,4,5,6
Non-Marked:	Yes		

Assessment Description:
A formative assessment will be given in class and this will include a group presentation. Marks are not assigned for this, although it it is part of course work. Articles will be assigned to groups on key topics related to Talent Management to review and present on. Feedback on their presentation and understanding of the key topics in the assignments will be given to assist them in preparing for their assignments.

Assessment Type:	Assignment	**% of total:**	100
Assessment Date:	n/a	**Outcome addressed:**	1,2,3,4,5,6
Non-Marked:	No		

Assessment Description:
This module is assessed through an assignment in which students are required to critically evaluate key topics in the area drawing on literature or assignment may be case based or may be applied to the organisation that students are employed in.

No End of Module Assessment

No Workplace Assessment

Reassessment Requirement

Coursework Only
This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	*Workload Description*	*Hours*	*Frequency*	*Average Weekly Learner Workload*
Lecture	Classroom and demonstrations	36	Per Semester	3.00
Directed Learning	Directed e-learning	36	Per Semester	3.00
Independent Learning	Independent learning	178	Per Semester	14.83
			Total Weekly Contact Hours	6.00

Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	*Workload Description*	*Hours*	*Frequency*	*Average Weekly Learner Workload*

Module Resources

Recommended Book Resources

Stewart J. Rigg C., (2011), "Learning and Talent Development." CIPD, UK.

Taylor S., (2021), 'Resourcing and Talent Management 8th Edition, CIPD, Kogan Page, UK. (Earlier editions are also available in the library, e-book also available).

Biech, Elaine. (2017) "Starting a Talent Development Program" Alexandria, VA : Association ForTalentDevelopment. eBook., Database:eBook Collection (EBSCOhost).

Caplan, J. (2013) "Strategic talent development: Develop and Engage All Your People for Business Success" Kogan Page in Ebsco.

Cohen, Stephen L., (2017) "Complete guide to building and growing a talent development firm". Alexandria, VA,AssociationForTalentDevelopment.2017 eBook, Database:eBook Collection (EBSCOhost).

Page-Ticknell, R., (2018) "Learning and Development: A Practical Introduction," Kogan Page, Limited, ISBN:ISBN number:9780749483494,ISBN number:9780749483500 in Proquest ebook central - go to Collections/Ebooks..

Taylor S., (2018), 'Resourcing and Talent Management 7th Edition, CIPD, Kogan Page, UK. in VLEbooks.

Supplementary Book Resources

Carbery R., and Cross C., (2019) (Editors) Human Resource Management 2nd Edition. Macmillan international, Red Globe Press, UK..

Armstrong M., and Taylor S., (2017) 'Armstrong's Handbook of Human Resource Management Practice, 14th Edition, Kogan Page, London. (2020 edition also available as an e-book).

Caplan J., (2011), 'The Value of Talent, Promoting talent management across the organization', Kogan Page, Great Britain.

Clutterbuck D., (2012), 'The Talent Wave' Why succession Planning Fails and What To Do About It'. Kogan Page, UK.

Frost S., and Kalman D., 2016 'Inclusive Talent Management' How business can thrive in an age of diversity'. Kogan Page/CIPD, UK.

Wilkinson A., Redman T., and Dundon T., (2017) 'Contemporary Human Resource Management , 5th Edition, Pearson Education Limited, London.

This module does not have any article/paper resources

Other Resources

[Journal], Armstrong S.J., Mahmud A., 2008 'Experiential learning and the Acquisition of Managerial Tacit Knowledge'. Academy of Management Learning & Education, Vol. 7, No. 2, 189-208.

[Journal], Bandari N.K., and Migiro S., (2015) 'Talent Management in Indian IT & ITES Sectors' The Indian Journal of Industrial Relations, Jul2015, Vol. 51 Issue 1, p43-56. 14p.

[Journal], Bolander, P., Werr A. and Asplund K., (2017) "The practice of talent management: a framework and typology", Personnel Review, Vol. 46 Issue: 8, pp.1523-1551.

[Journal], Bolander, P., Werr A. and Asplund K., (2017) "The practice of talent management: a framework and typology", Personnel Review, Vol. 46 Issue: 8, pp.1523-1551,
https://doi.org/10.1108/PR-02-2016-0037

[Journal], Chambers E.G., Foulon M., HandÞeld-Jones H., Hankin, S.M. and Michaels III E.G., (1998) 'The War for Talent', McKinsey Quarterly Number 3.

[Journal], Garavan T. N., McGuire D., 2010. Human Resource Development And Society: Human Resource Development's Role in Embedding Corporate Social Responsibility, Sustainability, and Ethics in Organisations. Advances in Developing Human Resources 12 (5) 487-507.

[Journal], Garavan T.N., Carbery R., and Rock A., (2012), 'Mapping talent development: definition, scope and architecture' European Journal of Training and Development,Vol. 36 No. 1, 2012 pp. 5-24 q Emerald Group Publishing Limited,
http://search.proquest.com/business/docv iew/962442653/fulltext?accountid=103381

[Journal], Hughes, C., and Sheerin, C., (2016) "Reflections on the Relationship Between Mentoring, Female Development and Career Progression: Investment Management Versus Human Resource Management". International Journal of HRD Practice, Policy & Research, 1 (2). pp.

[Journal], Jensen J., (2017) 'The Learning Organization: A Strategic Approach to Today's Global Business Environment' The Journal of International Management Studies, Volume 12 Number 1, February, 2017.

Discussion Note: