

## H9TADEV: Talent Development

Module Code:	H9TADEV
Long Title	Talent Development <b>APPROVED</b>
Title	Talent Development
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	CAITRIONA HUGHES
Module Author:	CAITRIONA HUGHES
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Use theory to define, analyse and evaluate the development and enhancement of learning and talent development policy, practice and research
LO2	Critically evaluate the learning and development function as a means of achieving strategic goals and the influence of politics in learning and development.
LO3	Analyse the context of learning and talent development in the wider economic and national level.
LO4	Critically evaluate emerging and existing competencies and knowledge and partner with key stakeholders in problem-solving and the development of talent for current and future workforce needs.
LO5	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.
LO6	Analyse and review the development of Talent Programmes, interventions and activities to develop key groups in the organisation
LO7	Critically evaluate the potential and appropriateness of a range of learning and talent development strategies, policies and methods.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	

# H9TADEV: Talent Development

Module Content & Assessment			
Indicative Content			
<b>Introduction</b> • Introduction to Talent Development – Key Concepts • The Context of Talent Development – Defining Talent • Perspectives on Talent management and Development			
<b>The Business Environment</b> • The business environment and internal/external influences - Internal environment – Vision and Strategy, organisational structure and culture, • HR policies and practices - External environment – global, national and international influences			
<b>Talent Management</b> • Talent Management and Development – key concepts and purpose • Identifying 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			
<b>Career Management</b> • Developing appropriate approaches to the career management and development of key stakeholder groups Leaders Managers Knowledge Workers Graduates Diversity			
<b>Management Development</b> • Management Development strategies • Management Development Programmes • Wider considerations in the development of effective management			
<b>Organisational Learning</b> • Individual and Organisational Learning in Talent Development • Learning environment and cultural influence on talent development • Role of Politics in Learning and Development			
<b>Learning Interventions</b> • Talent Management Interventions • Assessing the needs of key groups • Developing interventions to target key groups and individuals			
<b>Evaluation</b> • Evaluating the range of interventions • Coaching • Self-Development • Formal Development Programmes • Experiential Learning • The concept of learning agility			
<b>Frameworks</b> • Using Development Frameworks and assessment centres to identify and develop talent • Reviewing Competency Frameworks and Capability frameworks for development • Company Values and Ethics • Strategic HRD and Critical HRD • Professional Behaviour and regulation			
<b>Strategies</b> • Managing the Talent Development Strategy • Developing the Talent Development Plan for the business and aligning it with wider HRM Policy and Corporate goals and strategy			
<b>Emergent Trends</b> • Key Challenges facing Talent Development, emergent trends and issues • Managing the Talent Function in different organisation settings • The financial base of Talent Development – cost considerations • Wider influences, national, economic.			
<b>Consulting Skills</b> • Consulting Skills – consulting with the business in the design of talent development programmes and interventions • Developing networks and influencing skills • Identifying and overcoming blocks to effective talent development • Working effectively and collaboratively with key internal and external partners and stakeholders			
Assessment Breakdown			%
Coursework			100.00%
<b>Assessments</b>			
Full Time			
Coursework			
<b>Assessment Type:</b>	Case Study	<b>% of total:</b>	100
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5,6,7
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Learners are required to complete a detailed case study based assignment as part of the summative assessment for this module. Learners complete a number of pieces of smaller formative pieces of work prior to submission of the final case based assignment in order to gain feedback and insight into areas of improvement. The module also requires that students fully participate in in-class discussions, presentations and smaller cases to build up the necessary skill base to successfully complete the case. Detailed feedback is provided to each student on an individual basis.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
<b>Repeat examination</b> <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			

## H9TADEV: Talent Development

Module Workload				
Module Target Workload Hours 0 Hours				
<b>Workload: Full Time</b>				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Delivered in block format	36	Every Week	36.00
Independent Learning Time	No Description	164	Once per semester	13.67
Total Weekly Contact Hours				36.00
<b>Workload: Part Time</b>				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Delivered in block format	36	Every Week	36.00
Independent Learning Time	No Description	164	Once per semester	13.67
Total Weekly Contact Hours				36.00

Module Resources	
<i>Recommended Book Resources</i>	
Stewart J. and Rigg C. (2011), Learning and Talent Development, CIPD, UK.	
Gold J., Holden R., Iles P., Stewart J., and Beardwell J.. (2013), Human Resource Development Theory and Practice, 2nd. Palgrave Macmillan UK.	
<i>Supplementary Book Resources</i>	
Garavan T. N., Hogan C., Cahir-O'Donnell A. (2009), Developing Managers and Leaders, Gill & Macmillan Ltd.	
Taylor S.,. (2010), Resourcing and Talent Management, 5th.	
<i>Recommended Article/Paper Resources</i>	
Garavan T.N., Carbery R., and Rock A.. (2012), Mapping talent development:definition, scope and architecture, European Journal of Training and Development, 36(1).	
Armstrong S.J., Mahmud A.. (2008), Experiential learning and the Acquisition of Managerial Tacit Knowledge', Academy of Management Learning & Education,, Vol 7 No 2, p.189-208.	
Barrett T., Moore s.. (2010), Developing Reflective Practitioners Through PBL....: Chapter: Approaches to Problem-Based Learning, Rivitalising your Practice in Higher Education.	
Boyatzis R.E.. (2008), 'Competencies in the 21st century', Journal of Management Development, Vol.27, No.1, p.5-12.	
Boxall P., Gilbert J.. (2007), The management of managers: A review and conceptual framework, International Journal of Management Reviews, Vol 9, Issue 2, p.95-115.	
Garavan T. N., McGuire D.,. (2010), Human Resource Development and Society, Advances in Developing Human Resources, Vol 12 No 5, p.487-507.	
Limerick D., Cunnington B. (2007), Management Development The Fourth Blueprint, Journal of Management Development, Vol 6, p.54-67.	
<i>Other Resources</i>	
[Report], The War for Talent, 1998, McKinsey Quarterly Number 3.	
[Report], The War for Talent, 2001, McKinsey Quarterly.	
Discussion Note:	