

MODULE DESCRIPTOR

TITLE	Resourcing and Talent Management			
SI MODULE CODE	44-7839-00S			
CREDITS	15			
LEVEL	7			
JACS CODE	N600			
SUBJECT GROUP	Organisational Behaviour & HRM			
DEPARTMENT	Management			
MODULE LEADER	Ann Norton/Liz Croft			
NOTIONAL STUDY HOURS BY TYPE	Tutor-led	Tutor-directed	Self-directed	Total Hours
	25	25	50	150

MODULE AIM(S)

An organisation can only function effectively if they have individuals and teams of people with the necessary skills, attitudes and experience to meet their objectives. The organisation then needs to retain them as effective performers as long as possible. From time to time it may also be necessary to dismiss people.

This module focuses on these activities: recruitment, selection, employee retention, talent management and dismissal both from a strategic and practical perspective within the global context. Effective organisations need to analyse their key employment markets to enable them to compete effectively now and in the future. They need to develop a strategic approach to the attraction and retention of staff utilising a variety of sources in order to attract and retain the skills and resources needed. This will include agency workers, subcontractors and consultants or outsourcing arrangements. Planning is an important HR role and features strongly as part of this module. With the increased sophistication in the area of resourcing and talent management employers are making increased use of proactive diversity management, employer branding, work-life balance initiatives along with innovative approaches to job design, all of these themes will be covered in this module.

The module requires learners to reflect critically on resourcing and talent management theory and practice both from an ethical and professional standpoint. It will explore the implication for professional practice, and provide opportunities for applied learning and continuous professional development.

MODULE LEARNING OUTCOMES

By engaging successfully with this module a student will be able to;

1. Analyse and evaluate the major features of national and international employment markets from which organisations source staff and the ways in which markets evolve and change, demonstrating awareness of the changing nature of work and flexible working initiatives;
2. Critically evaluate resourcing, talent management and succession strategies and the way strategies are delivered by organisations, including outsourcing;
3. Appreciate the value and contribution of information on employee turnover and absence management as the basis for developing robust HR policies and strategies.
4. Evaluate alternatives in terms of exit management strategies (for example, retirement, redundancy and dismissal policies);

5. Critically analyse the impact of all these strategies on the financial and other performance measures of the organisation and act ethically and professionally in the design, development and implementation of resourcing policies;
6. Critically evaluate the sources and evidence base for knowledge that underpins this discipline.

INDICATIVE CONTENT

- Trends in the way resourcing strategies are delivered shared service centres and outsourcing
- National and international employment markets, demographics and trends;
- HR Planning in an international context
- Diversity management, flexible work initiatives and trends in work life balance;
- Employer and employee branding, competencies and recruitment.
- Selection and induction strategies for all staff (including international managers), reliability and validity in the selection process;
- The legal framework for resourcing activities
- Financial considerations in developing and implementing resource strategies
- Retention and succession planning strategies
- Employee absence and turnover, their measurement and the development of policies to manage them effectively
- Managing the release of employees, ethical issues
- The future of work, employability, emotional intelligence and knowledge management

LEARNING AND TEACHING METHODS

Students will be supported in their learning, to achieve the above outcomes, in the following ways;

- Through taught sessions which introduce the concepts, theories and research in the fields of resourcing and talent retention;
- Tutor facilitated tutorials providing the opportunity for student work groups to present their research ideas, develop the tools and techniques for delivery, explore theories and research and critique the work in the development phases;
- Through the E-Learning platform (Blackboard) which provides research linked resources, opportunities for interaction and discussion via forums.
- Through using practitioners and expert guest speakers designed to provide knowledge and demonstrate the usefulness of a range of strategies and policies, student facilitated learning sets to develop learner autonomy and intra-dependent learning;
- By providing support and feedback at a number of points during the module to ensure students are maximising their learning through reflective practice

ASSESSMENT STRATEGY AND METHODS

This module will be assessed entirely by coursework, submitted to the module tutors on completion of the module. The students will be given formative feedback throughout the semester and certain points identified in the programme to provide this feedback from the tutors. Summative assessment will be through the coursework assignment. The assignment will assess the skills related to the collection and use of secondary data sources, evaluation of research and talent management strategies and the ability to apply and evaluate theory and management approaches.

Feedback on the assignment will be provided in written form and will include narrative comments and completion of a matrix which will identify performance against learning outcomes.

Task No.	<u>TASK DESCRIPTION</u>	SI Code	Task Weighting %	Word Count / Duration	In-module retrieval available
1	Coursework	CW	40	2000 words	Y
2	Coursework	CW	60	3000 words	N

[Task Descriptions and SI Codes](#)

FEEDBACK

Students will receive feedback on their performance in the following ways;

- Through tutor facilitated tutorials;
- Tutor written feedback on the exam;
- Peer feedback;
- Electronic feedback on the coursework assessment tasks.

LEARNING RESOURCES (INCLUDING READING LISTS)

Books

Core

Pilbeam S & Corbridge M People Resourcing and Talent Management in Practice (FT/Prentice Hall 4th ed 2010)

Taylor S Resourcing and Talent Management (CIPD 5th ed 2010)

Further reading

Beardwell I & Claydon T Human Resource Management (FT Prentice Hall 5th ed 2007)

Boxall P & Purcell J Strategy and Human Resource Management (Palgrave 2nd ed 2007)

Leopold J & Harris L & The Strategic Managing of Human Resources (FT/Prentice Hall 2nd ed 2009)

Redman T & Wilkinson A Contemporary HRM (Prentice Hall 3rd ed 2008)

Mackay A Recruiting, Retaining and Releasing People (Butterworth-Heinemann 2007)

Torrington D & Hall L Human Resource Management (FT Prentice Hall 8th ed 2010)

Taylor S

Journals

- British Journal of Industrial Relations
- Harvard Business Review
- Human Resource Management Journal
- International Journal of Human Resource Management
- IRS Employment Review
- People Management - CIPD
- Personnel Review
- Personnel Today

Websites

eg: cipd

Blackboard

SECTION 2 'MODEL A' MODULE (INFORMATION FOR STAFF ONLY)

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	Y
EXISTING MODULE - NO CHANGE	/ N
Title Change	Y /
Level Change	Y / N
Credit Change	Y / N
Assessment Pattern Change	Y / N
Change to Delivery Pattern	Y / N
Date the changes (or new module) will be implemented	09/2011

MODULE DELIVERY PATTERN - *If the course will have more than one intake, for example, September and January, please give details of the module start and end dates for each intake*

	Module Begins	Module Ends
Course Intake 1	29/09/2011	20/01/2012
Course Intake 2	DD/MM/YYYY	DD/MM/YYYY
Course Intake 3	DD/MM/YYYY	DD/MM/YYYY

Is timetabled contact time required for this module?	Y
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Are any staff teaching on this module non-SHU employees?	N
If yes, please give details of the employer institution(s) below	
What proportion of the module is taught by these non-SHU staff, expressed as a percentage?	

MODULE ASSESSMENT INFORMATION

Does the Module (using Model A Assessment Pattern) Require Either*	
Overall Percentage Mark of 40%	Y
Overall Pass / Fail Grade	N

**NB: Choose one of the above – Model A module cannot include both percentage mark and pass/fail graded tasks*

FINAL TASK

According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy)	Task No. 1
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MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	Y
Single Referral Package for All Referred Students	N*

**if YES complete table below*

SINGLE REFERRAL PACKAGE DETAILS

Tas k No.	<u>TASK DESCRIPTION</u>	SI Code	Task Weighting %	Word Count / Duration
1	Individual Assignment	CW	100	5000

[*Task Descriptions and SI Codes*](#)

REVISIONS

Date	Reason
July 2012	Assessment Framework review

