

Name Module	High Tech Talent Management in a Global Context
Language	English
Contact person	T. Bondarouk
Specific prerequisites (regarding incoming exchange)	Basic knowledge in business administration (IBA and TBK programs)
Participating study	IBA, TBK
Starting block	1B

Theme

1. This minor is designed to develop knowledge and skills for management of IT-enabled talent management practices in an international context, and for modeling comparative High Tech Talent *Management* studies. It is built on concepts and methods associated with adoption and implementation of Information Technologies (*IT*) by end-users; Contingency and Organizational Change theories; and Convergence-Divergence debates in international management and business studies.

The minor builds upon the most latest developments within the research and practice in the field of Talent Management and Information Technologies. It brings together several fields of research: Information Systems, Human Resource Management, Cross-Cultural Communication, Organization Studies, Information Technology, Organizational Behavior, Knowledge Management, and Practice Transfer.

Students, who join this minor, will deal with such questions as:

- Who are “talented” employees in organizations? Is there one best way to manage them? And do organizations *have to* manage them?
- How can Information Technologies facilitate recruitment, selection and development of (High Tech) Human Talent?
- What are cultural differences in talent and talented employees across the Globe? And what are the ways organizations have to take these differences into account? What are the advantages of different cultural backgrounds of employees?
- How can organizations solve ethical/moral dilemmas regarding the way global talent is supplied, abused, challenged and/or preferred?
- Should organizations balance between standardizing and localizing HRM practices for managing talent? If so, which conditions on the individual, team, organizational and societal level hinder or support balancing these issues?

Content (including project)

Main content of the module – 6 content-based components and the project
<p><i>Component 1:</i> In-flow of Talent in:</p> <ul style="list-style-type: none"> - structure and organization of modern organizations based on institutional theories, - global talent (management) conceptualizations, - on-line recruitment, on-line employer branding - successful in-flow of Global Talent: indicators and factors
<p><i>Component 2:</i> Trough-flow of Global Talent in organizations:</p> <ul style="list-style-type: none"> - modern forms of organizations based on culturalist approaches, - development and retention of global talent, - training of Global Talent in a multinational companies business context, - successful through-flow of Global Talent: indicators and factors

<p><i>Component 3: IT role in Talent Recruitment:</i></p> <ul style="list-style-type: none"> - e-recruitment in a cross-cultural context, - main trends, advantages, limitations, best practices - e-recruitment and HR practices transfer, - navigation to attract global talent in companies
<p><i>Component 4: IT role in Talent Development:</i></p> <ul style="list-style-type: none"> - IT implementations: theories and practice, - e-training value creation, - technological and human sides of e-training, - divergence and convergence in e-training implementations
<p><i>Component 5: Leadership skills</i></p>
<p><i>Component 6: Cross-cultural communication skills</i></p>
<p><i>Project: to analyze best practices for on-line employer branding (Social Media, Web-based, intranets)</i></p>

Information Technologies “travel” with management of people in organizations, and in their turn, business leaders are faced with the challenges of performing in ways that are being rapidly digitalized. If a management role has been to deliver workforce support and management based on the needs of the business, the role of technology has been one of the enabler. Organisations all around the world have invested in IT to manage their talent in one way or another, be it the usage of online recruitment practices or e-recruitment, the automation of HRM administrative processes, or the implementation of a competence management-based package as a way to link HRM policies and practices with strategic goals.

In this module we will discuss also electronic HRM or in short e-HRM, and address questions regarding the implementation of e-HRM, the adoption of e-HRM, and the outcomes of e-HRM usage. If you do not feel comfortable with such words like “IT”, “software”, “technology” and the like, - do not worry, it is not the focus of this course! The course doesn’t prepare you to program, or to engineer IT requirements, but it does prepare you to think and discuss such questions like why some firms are more successful in putting HRM processes on-line than others; what sort of changes in the HRM profession one might expect from the introduction of e-HRM; and if firms “go global”, can e-HRM help to improve the HR processes across the globe?

The e-HRM field faces a number of major challenges, one of them is the predominance of “non-evidence-based” character, a broad range of different approaches, and a lack of international comparative studies. This characteristic is the main stimulus in this course. Talent Management needs ‘to go international’ to contribute to a full and comprehensive understanding of the phenomenon.

Students will engage in a project to design a “talent management tool”, for assessment, recruitment, selection, development, or retaining of talent. They will work in small (virtual) teams to actually advance their project (either packaging best practices for on-line recruitment in MNCs; or design an on-line assessment tool). The teams are challenged to formulate the strategic needs of a company and the type and scope of information needed for the TM activities, gather information both from literature as well as data from the field (doing interviews with various involved stakeholders). Students are expected to apply and integrate the knowledge gained in the module-components. Based on an analysis the teams will draw conclusions and best practices and/or design e-tools for TM. The project is finalized with presentations and poster/video demonstrating sessions.

Learning goals

After completing this minor, students are expected to be able to:

- design methodology with specific focus on the topics of HTTM,
- explain basic theoretical concepts of TM, online Recruitment, e-Training, Employer Branding and Technology, their interrelations, the internal and external environment in which they apply, IT roles in TM and the implementation of IT,
- analyze complex situations of Talent Management in the global context,
- explain factors affecting convergence-divergence in TM across countries,
- design an on-line assessment tool for talent management.

Educational forms

Basic didactical philosophy of this minor will be built on an openness to multiple paradigms of Talent Management & Technology research including what has been mainstream empirical work. However, the program emphasizes an agenda to understand classic and to challenge traditional thinking in the field. The minor will be based on active, constructive participation in a process of knowledge co-creation, with minimum-to-zero plenary conventional teaching sessions. Students will be expected to construct knowledge and master skills during tutorial sessions, self-study, and on-line learning environment. In particular students will be challenged to develop on-line tools for recruiting, selection and/or developing talent within multinational corporations (MNCs). The sessions will target at challenging progress in the projects or areas within the subject of this package. They will elicit questions, broaden views, and trigger critical thinking. Each session may include students' presentations which will discuss the work done on the assignments. Students are expected to read assigned materials, and work on group and individual assignments.

This minor develops as a blended module that combines four types of learning environments: 1) Enriched Classroom technology: technologies aimed at enriching the classroom experience, without fundamentally altering the learning method or course design. 2) Flipped learning: students read or watch the relevant content before coming to class, and class time is used to discuss the subject studied. 3) Time and location independent learning: online class sessions. 4) Open Educational Resources: resources - text, audio, video, interactive content, or any combination of these - that are published free for anyone to use.

Concrete teaching methods include video-based materials on TM, guest lectures, case-based teaching built on real life cases, design practice for the project, and exercises to present TM cases and formulate global issues (problem statement), peer-review sessions to improve assignments and project reports.

Assessments

The learning goals at its highest level and its weights for the final grade of the module are given below.

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Assessment matrix - BSc module “High Tech Talent Management in a Global Context” (deepening minor)

The final grade is:

- An individual exam (close book, open questions) – 50% (week 3 & 7)
- Group report on the re-design – 30% (week 9)
- Final product (poster or video) presentation in the symposium – 20% (in week 10)

Intended Learning Outcomes (After completion of this module students are expected to be able to:)	Weight in % (relative weight in the specific assignment and/or project)				Total
	Application	Analysis	Synthesis	Evaluation	
1. design methodology with specific focus on the topics of HTTM in a Global Context			Wk 9 Group report 15%		15%
2.Explain basic theoretical concepts of TM, online Recruitment, e-Training, Employer Branding and Technology, their interrelations, the internal and external environment in which they apply, IT roles in TM and the implementation of IT	Wk 3 Individual exam 10%	Wk 9 Group report 5%		Wk 7 Individual exam 10%	25%
3. Analyze complex situations of Talent Management in the global context	Wk 3 Individual exam 10%		Wk 7 Individual exam 10%		20%
4. Explain factors affecting convergence-divergence in TM across countries			Wk 10 Final product presentation 10%	Wk 7 Individual exam 10%	20%
5. Design an on-line assessment tool for talent management.			Wk 9 Group report 10%	Wk 10 Final product presentation 10%	20%
TOTAL	20%	5%	45%	30%	100%