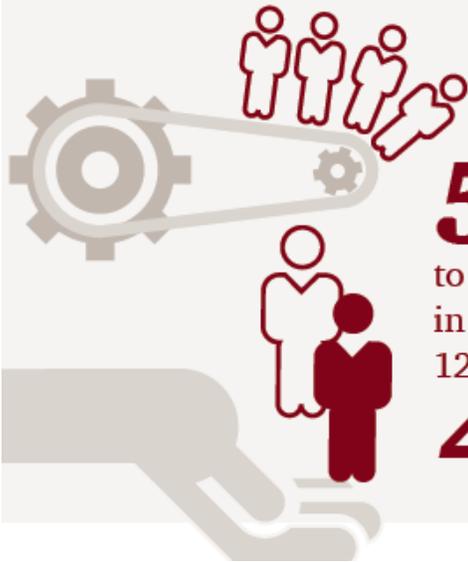


High Tech Talent Management in a Global Context

(201700014)

In the age of automation, CEOs still need people.



52% plan to increase headcount in the coming 12 months, up from **48%** in 2016.

What?

In this module you will focus on talent management issues in today's global & technical economy. You will gain knowledge from various fields of research and apply this in a project to design a talent management app.

Who?

CIT, BIT, PSY, EPA, IBA, TBK & GZW bachelor students

When?

November - February

Contact:

Milou Habraken
m.m.p.habraken@utwente.nl

76%

of CEOs say they move talent where they need it.

50%

of CEOs say they're using data analytics to find and keep the right people.

Fighting for talent.



77% of CEOs see the availability of key skills as the biggest threat to their business.

Name Module	High Tech Talent Management in a Global Context
Language	English
Teaching team	Tanya Bondarouk & Milou Habraken (m.m.p.habraken@utwente .nl)
Specific prerequisites (regarding incoming exchange)	Basic knowledge in business administration (IBA & TBK programs)
Participating study	CiT, BIT, PSY, EPA, IBA, TBK & GZW
Starting block	1B

Theme

This minor is designed to develop knowledge and skills for management of IT-enabled talent management practices in an international context, and for modelling 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 business studies.

This 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, Organization behaviour, 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

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.

Module organisation

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 and self-study. 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 will engage in a project to design a talent management app for onboarding. They will work in small teams to actually advance their project. The teams are challenged to formulate the strategic needs of a multinational company and the type and scope of information needed for the development of this app. Students are expected to apply and integrate the knowledge gained in the module-components and gather additional organization specific information from their website and online reports (no actual contact with the company is needed). The project is finalized with a presentation in the form of a video.

Learning goals and Assessment

<p>After this minor students are able to:</p> <ul style="list-style-type: none"> ○ understand 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, ○ analyse complex situations of Talent Management in the global context, ○ explain factors affecting convergence-divergence in TM across countries, ○ design an IT-enabled talent management app. 	<p>Assessment:</p> <p><u>Weekly group assignments</u> 8 group assignments are given, each needs to be scored with a sufficient</p> <p><u>Individual exam TM in global context (30%)</u></p> <p><u>Individual exam digitization of TM (30%)</u></p> <p><u>Group project (40%)</u> Contains a written report (counts for 60% of total grade of this component) and a presentation (counts for 40%)</p>
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