

## Talent Management & Technology (15 EC)

Study level	Bachelor final year
Study load	15 EC
Faculty	<a href="#">Faculty of Behavioural Management and Social Sciences (BMS)</a>
Provisional starting date	Quartile 1A – 2016-2017
Prerequisites	120 EC from their bachelor level qualifications, from social & engineering sciences
Instruction language	English
English language requirements	IELTS 6.0 or TOEFL iBT 80
Tuition fees	To be paid at home institution

### ***ABOUT THE PROGRAMME***

This module equips students to (effectively) manage talent in today's global organizations. It explores the principles of human resource management in a global economy, IT implementation, organizational effectiveness, and cross-cultural communication and management.

### ***COURSE INFORMATION***

- The module builds upon the latest developments within the research and practice in the field of Talent Management within multinational corporations and Global Talent Management.
- It brings together several fields of research: Information Systems, Human Resource Management, Cross-Cultural Communication, Organization Studies, Information Technology, Organizational Behavior, Knowledge Management, Practice Transfer.
- 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.
- The module can be entered by students from a variety of disciplines, including social science and engineering BSc, students from the UT and exchange partner universities, and polytechnical universities. Successful completion of this minor prepares students for enrolling in the MSc BA program.
- Skills-wise, this module continues enhancing of the academic skills; and specifically offers the training in leadership skills in a multinational environment and cross-cultural management and communication skills.
- Practice-wise, the module is enhanced by several guest addresses aiming at illustrating TM issues.

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## **LEARNING GOALS**

After completing this minor module, students are expected to:

- understand research and design methodology with specific focus on the topics of TMT,
- 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,
- apply widely used business administration models in the analysis of TMT,
- explain factors affecting convergence-divergence in TM across countries,
- demonstrate skills for managing and communicating in cross-cultural teams,
- design an on-line assessment tool for performance management,
- analyze best practices for on-line employer branding in organisations

## **CONTENT**

Learners, who join this module, will deal with such questions as:

- Who are “talented” employees in organizations? Is there a best way to manage them? And do organizations *have to* manage them?
- How can IT facilitate the recruitment, selection and development of (High Tech) Human Talent?
- What are conceptual and practical differences in TM, managing talent and talented employees? And what are the ways organisations have to take these differences into account? What are the advantages of different backgrounds of employees within organisations?
- How can organizations solve ethical/moral dilemmas regarding the way global talent is supplied, abused, challenged and/or preferred?
- Should organisations 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?

### **Main topics, skills and project**

*Component 1:* In-flow of Talent in companies:

- structure and organization of modern TM based on institutional theories,
- TM conceptualizations,
- on-line recruitment, on-line employer branding
- successful in-flow of Talent: indicators and factors

*Component 2:* Trough-flow of Talent in organizations:

- modern forms of TMT based on culturalist approaches,
- development and retention of global talent,
- training of Talent in a business context,
- successful through-flow of Talent: indicators and factors

*Component 3:* IT role in Talent Development:

- IT implementations: theories and practice,
- e-training value creation,
- technological and human sides of e-training in organisations,

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- divergence and convergence in e-training implementations

*Component 4:* IT role in Talent Recruitment:

- e-recruitment in a (cross-cultural) context,
- main trends, advantages, limitations, best practices
- e-recruitment and HR practices transfer,
- navigation to attract talent in companies

*Component 5:* Leadership skills in TM; cross-cultural communication skills

*Project:* to analyze best practices for on-line employer branding (Social Media, Web-based, intranets); and to design an on-line assessment tool for performance management of TM

## **University Partners**

About eight European universities will collaborate in the implementation of this module.