



COURSE (MODULE) DESCRIPTION

Course title	Code
Talent Management	

Staff	Department
Coordinator:	Management Department, Faculty of Economics and Business Administration

Study cycle	Course type
Second	Compulsory

Form of implementation	Period of implementation	Language of instruction
Classroom	Spring semester	Lithuanian

Requirements for student	
Prerequisites: Personnel/human resource management courses	Additional requirements (if any): none

Number of ECTS credits	Student's workload	Contact hours	Individual work
5	130	32	98

Purpose of the course and competences developed		
<p>The aim of this course is to explain how to attract, develop, motivate, and retain talented employees in a way that is aligned with the company's business plans and with the potential challenges facing an organisation in the future. After the finish of the course students should be able:</p> <ul style="list-style-type: none"> - to identify existing employees, or potential employees who may play critical role in the achievement of the strategic business plans, - to develop plans for the talents to grow and develop their professional competences that are necessary to take a future leading position in the organization.; - to develop plans of measures to increase workforce loyalty towards the company. 		
Learning outcomes	Teaching methods	Assessment methods
Use theory to define, analyse and evaluate the development and enhancement of talent development policy and practices	The teaching process involves the use of lectures, case studies, class discussion, article reviews, team/group work as appropriate.	Students must fully participate in class discussions, presentations and cases.. Detailed feedback is provided to each student.
Critically evaluate emerging and existing competencies and knowledge, and the development of talent for current and future workforce needs.		
Be able to identify who are productive, high performer employees with high potential – who are the future of all organizations.		
Be able to analyse the context of learning and talent development in the wider economic and national level.		

Course themes	Contact/Individual work: time and assignments								
	Lectures	Tutorials	Seminars	Practical classes	Laboratory work	Practice	Contact hours	Individual work	Assignments
1. Introductory lecture. Defining talent and talent management. The relationship between talent management and HRM. Historical development of the approach to talent. Today's challenges for talent management.	2						2		1st source from required reading list 4th source from supplementary reading list

2. Talent definition and meaning. Conceptual framework of talent. Talent and giftedness. Talent as personality strengths and metacompetencies. Talent as high potential. Relationships between Talent and high performance.	6	2					8	28	1st, 3th and 5th sources from required reading list 2nd source from supplementary reading list
3. Strategic Talent management. An inclusive and exclusive approach to talent management. Relationship between talent management and organizational strategy. Talent management and organizational culture.	2						2	4	3th source from required reading list 3 source from supplementary reading list
4. Formation and maintenance of talent pool. Identifying the right talent for organization. Talent pool formation strategy, policy and program. Employer image and talent attraction. Talent attraction and assessment practices.	2	2					4	8	1st source from required reading list
5. Talent development. Talent development focus, strategies and programs. Coaching and mentoring in talent development. Typical talent development activities. Talent development and carer management.	2	2					4	8	1st source from required reading list
6. Talent retention and motivation. Talent retention policy and strategies. Motivation in talent management. Talent promotion, career management and succession planning.	2	2					4	10	1st and 2nd sources from required reading list
7. Project on Talent development in X company.			8				8	40	2nd source from required reading list 1st and 5th sources from supplementary reading list
Total	16	16					32	98	

Assessment strategy	Share in %	Time of assessment	Assessment criteria
Work in auditorium on performing case analysis	20	During semester	Assessment: 2 scores. They are allocated as follows: 2 scores for complete and accurate talent management case presentation in a classroom, and active involvement in discussion. 1 score for not quite accurate and detailed talent management case presentation, or passive involvement in discussion.
Individual work "Talent management project in X organization".	30	During semester	Assessment: 3 scores. They are allocated as follows: 3 scores - excellent ability to apply theoretical knowledge of talent management in practice (project are based on talent management theory, described in detail, based on organizational analysis, practically applicable, presented on time and in the appropriate form) 2 scores - average ability to apply theoretical knowledge of talent management in practice (does not fully meet at least one of the five criteria mentioned above or partially does not meet more than two criteria) 1 score - weak ability to apply theoretical knowledge of talent management in practice (does not fully meet more than one of the above-mentioned criteria or partially does not meet more than four criteria)
Examination	50	During the examination session	The examination consists of 10 open-type questions (or assignments) that are evaluated in the following way: 5scores: excellent knowledge and skills, 9-10 comprehensive and correct answers;

			<p>4 scores: good knowledge and skills, 8-9 correct answers, but not comprehensive enough;</p> <p>3 scores: average knowledge and skills, mistakes, 6-7 correct answers;</p> <p>2 scores: essential mistakes, 4-5 correct answers, but not comprehensive enough;</p> <p>1 score: knowledge and skills satisfy minimal requirements, many mistakes, 2-3 correct answers;</p> <p>Oscore: minimal requirements are not satisfied, 0-1 correct answers.</p>	
Author	Published in	Title	Issue No. or Volume	Publishing house or Internet site
Required reading				
1. Berger L.A., Berger D. R. (editors)	2011	The talent management handbook: creating a sustainable competitive advantage by selecting, developing, and promoting the best people		New York [N.Y.] [etc.]: McGraw-Hill, 562 p. ISBN: 780071739054
2. Blass E. (editor)	2009	Talent Management: Cases and Commentary		Chippenham and Eastbourne: CPI Antony Rowe, 326 p. ISBN: 0230224199
3. Collings D. G., Mellahi K.	2009	Strategic talent management: A review and research agenda.	Vol. 19, p. 304–313	Human Resource Management Review
4. Dries N.	2013	The psychology of talent management: A review and research agenda.	Vol. 23, p. 272–285	Human Resource Management Review
Supplementary reading				
1. Goldsmith M. Carter L., (editors)	2010	Best practices in talent management: how the world's leading corporations manage, develop, and retain top talent		San Francisco [Calif.]: Pfeiffer; [West Palm Beach] [Fla.]: BPI/Best Practice Institute, 305p. ISBN: 780470499610
2. Nijs S., Gallardo-Gallardo E., Dries N., Sels L.	2014	A multidisciplinary review into the definition, operationalization, and measurement of talent.	Vol. 49 (2), p. 180-191.	Journal of World Business
3. Orr J. E. (editor)	2013	Talent management best practice series: Strategic Alignment		file:///C:/Users/user1/Downloads/Best-Practices-Strategic_Alignment.pdf
4. Sehoon K., Mclean G. N.	2012	Global Talent Management: Necessity, Challenges, and the Roles of HRD	Vol.14(4),	Advances in Developing Human Resources
5. Smilansky J.	2007	Developing Executive Talent: Best Practices from Global Leaders		Chichester : John Wiley & Sons Ltd, 332 p. ISBN: 0470033185