



BUSINESS SCHOOL

Course Outline 2020

BUSMBA 704: MANAGING TALENT IN THE 21ST CENTURY (7.5 POINTS)

Quarter 1 (1202)

Course prescription

Explores the factors that enable organisations to attract, keep and promote valued talent. Considers the role of technological developments in the definition and organisation of work and the implications for individuals and organisations. Explores principles of human talent management within a context that is constantly changing.

Course advice

No restrictions.

Goals of the course

To inform students approach to managing the 21st century employee in order to enhance both employee and organisational performance. More specifically, the course will increase students' understanding of how to attract and retain valued employees in a dynamic business context, where there remains an ongoing 'war on talent'.

The course focuses on contemporary and essential human talent management topics including recruitment, healthy work and well-being, performance and promotion. Students will also discover how technological and social change is driving the future definition and organisation of work. The course draws on both academic work and theory, and respected practitioner contributions to the field. It is also expected students will be able to apply their learnings to provide insight into managing their own careers.

Learning outcomes (LO)

#	Learning outcome	Graduate profile capability*
LO1	Understand how talent management strategies and policies are developed and implemented in contemporary organisations	1. Disciplinary knowledge and practice
LO2	Analyse the behaviour of individuals in organisations in terms of the key factors that influence performance, promotion and retention.	1. Disciplinary knowledge and practice 2. Critical thinking
LO3	Critically evaluate the potential effects of important developments in the external environment on	2. Critical thinking

#	Learning outcome	Graduate profile capability*
	talent attraction, performance and retention.	6. Social and environmental responsibilities
LO4	Formulate talent management strategies based on available academic journals and managerial publications.	3. Solution seeking 4b. Communication (Written)

* See the graduate profile this course belongs to at the end of this course outline.

Content outline

Week / Module	Topic	Relevant learning resources/activities	Assessment due this period
Week 6: Session 1 Feb 22 nd	Overview, Contemporary career theory [Attracting Talent]	Talis reading list of academic journals and managerial publications.	
Week 8: Session 2 Mar 6 th	Healthy work and well-being [Retaining Talent]	Talis reading list of academic journals and managerial publications.	
Week 8: Session 3 Mar 7 th	Performance and Promotion [Promoting Talent]	Talis reading list of academic journals and managerial publications.	
Week 9			Critical reflection assignment – 40%
Week 10: Session 4 Mar 20 th	The future of work – technological development	Talis reading list of academic journals and managerial publications.	
Week 10: Session 5 Mar 21 st	The future of work – societal change	Talis reading list of academic journals and managerial publications.	
Week 11			Talent management strategy report – 60%

Learning and teaching

Through linked lectures, cases, videos, exercises and readings, the course will introduce students to contemporary thinking on the challenges and opportunities that exist around attracting, retaining and promoting talent in today's (and tomorrow's) dynamic business environment. In addition to attending classes, students should be prepared to spend an average of 11 hours **per week** on activities related to this course, viz., approximately 4 hours preparatory reading, 4 hours assignments, and 3 hours reflection and self-study.

A variety of instructional methods will be employed, including lecture, case discussion and worked examples/exercises. The course content presents both practice (from illustrations and examples in class) and contemporary research (primarily from journal articles) in human resource management and closely-related fields (including but not limited to: organisational behaviour, career and international human resource management literature). It is essential to have read and reflected on the prescribed material before each session to ensure class discussion is well informed and productive.

Student feedback will be sought throughout the course – informally, via evaluation, and student representatives. I also welcome questions you may have after any session. Where appropriate we will answer these for the whole class in a subsequent session. You are also encouraged to recommend readings from the popular media or discuss issues around how your employer is managing the ongoing ‘war on talent’.

I endeavour to provide feedback on all assessments within one week. This feedback should prove helpful for subsequent assessment. I am also most happy to correspond via e-mail, phone, skype or in person.

Teaching staff

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Learning resources

In deference to the forward focussed contemporary nature of this course, there is not a prescribed text book. Instead, a selection of current practitioner, management and academic publications will be provided via Reading Lists for each session.

Assessment information

Assessment task	Weight %	Group and/or individual	Submission
Critical Reflection	40	Individual	Within Canvas
Talent Management Strategy Report	60	Individual	Within Canvas

Pass requirements

The minimum pass mark for this course is a C-. Late submission will incur a 5% penalty for each day late.

Description of assessment tasks

Assessment task	Learning outcome to be assessed
Critical Reflection. This assessment requires you to access a media story that presents a contemporary talent management challenge (this could be related to any number of issues we address in the first 3 sessions, including: war-on-talent, work-life balance, gender and diversity, psychosocial risks, pay and	LO1, LO2

Assessment task	Learning outcome to be assessed
performance, engagement, motivation) outline the problem presented and analyse the story critically from the perspective of HRM theory and research. The story could be found in the print media or featured in any on-line media.	
Talent Management Strategy Report. Drawing on the available secondary data your task is to analyse the current talent management strategy of your chosen organisation. Building from this analysis, you are to identify the megatrends that will potentially affect your organisation's capacity to attract and retain and promote talent (it may be an opportunity, a threat or both) in the future, identify alternative strategies for tackling the megatrend and recommend the best strategy.	LO1, LO3, LO4

Inclusive learning

Students are urged to discuss privately any impairment-related requirements face-to-face and/or in written form with the courses convenor/lecturer and/or tutor.

Academic integrity

The University of Auckland will not tolerate cheating, or assisting others to cheat, and views cheating in coursework as a serious academic offence. The work that a student submits for grading must be the student's own work, reflecting his or her learning. Where work from other sources is used, it must be properly acknowledged and referenced. This requirement also applies to sources on the worldwide web. A student's assessed work may be reviewed against electronic source material using computerised detection to provide an electronic version of their work for computerised review.

Student feedback

The University of Auckland evaluates the quality of teaching and of courses by using the Summative Evaluation Tool, or SET. Summative evaluation is formal, summative evaluation of teaching undertaken according to University policy and is conducted at the end of a semester/quarter through the use of the formal University SET instruments. Summative evaluation is used by teachers to reflect on their teaching practice, and is also used by the University for quality assurance of teaching and courses.

In the event of an unexpected disruption

We undertake to maintain the continuity and standard of teaching and learning in all your courses throughout the year. If there are unexpected disruptions, the University has contingency plans to ensure that access to your course continues and your assessment is fair, and not compromised. Some adjustments may need to be made in emergencies, In the event of a disruption, the University and your course coordinators will make every effort to provide you with up to date information via Canvas and the University website.

Graduate profile for Master of Business Administration

The following six themes represent the capabilities that the Business School seeks to foster in all of its graduates. The development of these capabilities does not come all at

once, but rather is expected to build from year to year. Each course is not expected to contribute to all capabilities, but each course will have its own goals and learning outcomes that relate to the overall development of this profile.

Graduate Profile	
1. Disciplinary knowledge and practice	Building on their existing experience, graduates will be able to demonstrate advanced knowledge of general management theory and apply this effectively in a range of contexts.
2. Critical thinking	Graduates will be able to effectively evaluate and synthesise evidence from multiple sources to develop coherent and evidence-based arguments.
3. Solution seeking	Graduates will be able to identify, prioritise, frame and analyse complex problems, develop creative and practical solutions, and understand the impact and implications of planned implementation.
4. Communication and engagement	Graduates will be able to work effectively in teams, influence and lead others, and engage varied audiences by communicating professionally using multiple formats.
5. Independence and integrity	Graduates will be able to engage in independent and ethical decision-making and behaviour, demonstrating self- reflection and self-management in complex and ambiguous situations.
6. Social and environmental responsibility	Graduates will recognise, in relation to their field, the potential significance of the principles underpinning the Treaty of Waitangi and sustainability, and demonstrate capability to shape business practice accordingly where appropriate.