



19th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
2 - 20 July 2018

LJUBLJANA SUMMER SCHOOL 2018

COURSE TITLE: Talent Management

Type of course:

Bachelor course

ECTS credits: 6

Lecturer:

An Vanderdeelen, Lecturer

Karel de Grote University College, Antwerp, Belgium

Aims of the course:

In order to be successful organizations cannot do without attracting, developing and directing talent. Managing human capital has become even more crucial in today's VUCA world.

Disruption affects the way we do business and challenges traditional views on people processes. In a "What keeps CEOs awake" perspective, talent management is never out of sight. However, how to distinguish between myths and a fact-based approach when dealing with talent management?

In this course we look at talent management from a strategic, transactional as well as evidence-based perspective.

At the end of this course you will be:

- familiar with Talent Management practices and instruments
- able to develop approaches and solutions to talent management issues

Course syllabus:

1. Introduction

- Where did talent management start off?
- (traditional) metrics
- D. Ulrich's HR model

2. How are organizations shaped and what is in their genes?

- Corporate culture through the Competing Values Model (Quinn & Cameron)
- Competency management
- Jobs, roles and job crafting
- Employer branding

3. Talent acquisition

- Workforce planning
- Talent sourcing
- Traditional and novel staffing methods
- Induction and socialization





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4. Talent and performance management

- Designing training and measurement of training outcomes
- Development and succession planning
- Feedback and performance reviews
- Retaining and engaging employees
- Happiness@work : the holy grail?

5. Rewarding

- Job evaluation and principles of rewarding
- i-deals

Literature:

Hand-outs and on-line materials (all mandatory readings will be handed out in class or published on the learning environment).

- State of the American Manager Survey, Gallup
- Cameron K., Quinn R., *Diagnosing and changing organizational culture*, Addison-Wesley, Reading, 1999
- Cappelli, P. and Tavis, A. The performance management revolution, Harvard Business Review, October 2016, pp 58-67
- CEBMA (undated) What is meant by the “best available evidence?”, Amsterdam, Center for Evidence-Based Management. available at
- <https://www.cebma.org/fag/meant-best-available-evidence> (retrieved 5 November 2017)
- Chambers E., Foulon M., Handfield-Jones H. , Hankin S.M. and Michaels E.G., *the War for Talent* in : McKinsey Quarterly, 1998, n° 3
- Deci, E and Ryan, R (eds) 2002, Handbook of self-determination research, Rochester, NY: University of Rochester Press
- Fernandez-Araoz F, *21st century talent spotting* in: Harvard Business Review June 2014, 46-56
- Gifford J., (CIPD) *Could do better? Assessing what works in performance management*. Research report carried out by CEBMa
- Hamel G, Prahalad C.K., *The core competencies of the corporation* in: Harvard Business Review, issue 68, 1990
- Kaplan R., Norton D., *The Balanced scorecard. Translating strategy into action*, Harvard College, New York, 1996
- Kahneman D., *Thinking, fast and slow*, Penguin Books Ltd, 2012
- Kirckpatrick J.D, Kayser-Kirckpatrick W., *Bringing business partnership to Life. The story of the Brunei Window Washer*, Kirckpatrick Publishing, 2015
- Pink D.H., *Drive : The Surprising Truth about What Motivates Us*, Riverhead Hardcover, 2009





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- Rock D., *Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus and Working Smarter All Day Long*, 2009
- Rousseau D. M et al, *Negotiating flexible and fair idiosyncratic deals in: Organizational Dynamics*, 2016
- Ulrich D. Younger J., Brockbank W., Ulrich M., *HR from the outside in. Six competencies for the future of Human Resources*, McGraw-Hill, New York, 2012

Teaching methods:

Interactive classes (guest lecturing, discussions, exercises, case studies).

Prerequisites:

A good knowledge of English as well as a general interest in business is required. Furthermore, to fully benefit from this course you are willing to work in team and you value the “sharing is caring” principle. Active class participation will also be rewarded.

Examination methods:

Group assignments including peer assessment (40%)

Class participation (10%)

Written exam (50%)

Note: This course is comparable to the officially accredited course Human Resource Management (ECTS: 6) at the Faculty of Economics, University of Ljubljana.

