

Title of course	<b>Strategic Talent Management</b>
Responsible instructor	Prof. Gema Garcia Lujan Avila
Learning objectives	<ul style="list-style-type: none"> <li>• Identifying, selecting, and cultivating employees who have demonstrated superior performance, who have inspired others to achieve superior performance, and who embody the core competencies of the organization.</li> <li>• Finding, developing, and positioning highly qualified backups for key positions.</li> <li>• Understand the actions an organization can take to improve its employees' capabilities for meeting the requirements of the talent management plan.</li> <li>• Allocating resources (compensation, training coaching, etc.) to employees based on their actual and/or potential contribution to organization excellence.</li> <li>• Understand the set of reward approaches designed to properly allocate compensation dollars to employees based on their current and/or projected value contribution to the organization.</li> <li>• Understand the actions an organization can take to improve its employees' capabilities for meeting the requirements of the talent management plan.</li> </ul>
Course contents	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. The talent management system</li> <li>3. Developing building blocks of talent Management: competences, performance management, career track planning</li> <li>4. Talent planning and management in a global firm: allocating training and development resources.</li> <li>5. Building diversity</li> <li>6. Coaching, training, and development</li> <li>7. Compensation to implement a Talent Management Plan.</li> <li>8. Information Technology to support a Talent Management System.</li> </ol>
Teaching methods	<ul style="list-style-type: none"> <li>▪ Lectures</li> <li>▪ Exercises</li> <li>▪ Case studies</li> <li>▪ Discussion</li> <li>▪ Project work</li> <li>▪ Student presentations</li> <li>▪ Self-study</li> </ul>
Prerequisites	There are no formal requirements.
Suggested reading	<p>Preferably most recent edition:</p> <ul style="list-style-type: none"> <li>▪ Silzer, R., &amp; Dowell, B. E. (Eds.). (2009). <i>Strategy-driven talent management: A leadership imperative</i> (Vol. 28). John Wiley &amp; sons.</li> <li>▪ Davis, T. (2007). <i>Talent assessment: A new strategy for talent management</i>. Gower Publishing, Ltd..</li> </ul>

Applicability	This course is also applicable to other study programmes in Business or Economics offered by Schmalkalden University of Applied Sciences.
Workload	Total workload: 150 hours, of them: <ul style="list-style-type: none"> <li>▪ Lecture: 60</li> <li>▪ Self-study: 90, of them: <ul style="list-style-type: none"> <li>▪ Course preparation (in particular reading): 25</li> <li>▪ Follow-up: 15</li> <li>▪ Preparation for academic research project: 30</li> <li>▪ Exam preparation: 30</li> </ul> </li> </ul>
ECTS credit points and weighting factor	5 ECTS credit points; Weighting factor: a) Study programmes in Business and Economics and in International Business and Economics: 5/180 b) Study programmes in Economics, in Business Administration and in Business Psychology: 5/210
Basis of student evaluation	<ul style="list-style-type: none"> <li>▪ Comprehensive written examination, 60 minutes (80%)</li> <li>▪ Student research project (20%)</li> </ul>
Time	3 <sup>rd</sup> – 6 <sup>th</sup> /7 <sup>th</sup> semester
Frequency	Generally each academic year
Duration	One semester
Course type	Elective course
Remarks	Teaching language is English.