

## Module Specification

### Module Summary Information

<b>1</b>	<b>Module Title</b>	Resourcing, Talent and Performance Management
<b>2</b>	<b>Module Credits</b>	20
<b>3</b>	<b>Module Level</b>	7
<b>4</b>	<b>Module Code</b>	MAN7060

<b>5</b>	<b>Module Overview</b>
<p>A major and fundamental objective of the HR function is the mobilisation of a workforce. Organisations can only function if they are able to assemble together teams of people with the necessary skills, attitudes and experience to meet their objectives. A further objective is then to retain effective performers for as long as possible. From time to time it is also necessary to dismiss people from organisations. Additionally the performance management systems in place need to link to organisational objectives and be effectively implemented and managed to the benefit of individual employees and the organisation.</p> <p>This module focuses on these activities, focusing not just on the practical aspects of recruitment, selection, employee retention and performance management, but also on the strategic aspects. The module will develop a strategic approach to the attraction and retention of staff by analysing key employment markets and gaining an understanding of their dynamics to enable organisations to compete more effectively both now and in the future.</p> <p>Indeed, planning to enable an organisation to meet its future demand for skills is an increasingly important HR role and is central to this module. Increased sophistication in the area of resourcing and talent planning is reflected in the increased use of proactive diversity management, employer branding, work-life balance initiatives and innovative approaches to job design which are covered in this module.</p> <p>The module also examines the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. It will equip learners with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team and organisational learning and accountability.</p> <p>The module is taught using a variety of methods including lectures, group and class discussions, case studies, role play exercises and guest speakers. Several of the sessions include the opportunity to develop professional skills and students are required to reflect on their skill development as part of the CPD process.</p> <p>This module follows the recommended content as specified by the Chartered Institute for Personnel and Development</p>	

6	Indicative Content
	<ul style="list-style-type: none"> <li>• HRM Strategy</li> <li>• Workforce flexibility &amp; work-life balance</li> <li>• Employee wellbeing</li> <li>• Recruitment methods &amp; Selection Methods</li> <li>• Employer branding</li> <li>• Workforce planning</li> <li>• Job analysis</li> <li>• Managing diversity</li> <li>• Induction and on boarding</li> </ul>

7	Module Learning Outcomes												
	<b>On successful completion of the module, students will be able to:</b>												
	<table> <tr> <td>1</td><td>Analyse and evaluate the major features of the national and international employment markets from which organisations source their staff and ways in which these markets are evolving or changing</td></tr> <tr> <td>2</td><td>Provide advice on the development and evaluation of resourcing and talent management strategies, diversity management and flexible working initiatives.</td></tr> <tr> <td>3</td><td>Manage recruitment, selection induction and retention activities effectively, efficiently, lawfully and professionally.</td></tr> <tr> <td>4</td><td>Demonstrate a strategic understanding of long and short-term talent planning and succession planning exercises with a view to building long term organisational performance.</td></tr> <tr> <td>5</td><td>Contextualise and evaluate effective performance management systems.</td></tr> <tr> <td>6</td><td>Analyse the strategic resourcing options available to an organisation when attracting staff</td></tr> </table>	1	Analyse and evaluate the major features of the national and international employment markets from which organisations source their staff and ways in which these markets are evolving or changing	2	Provide advice on the development and evaluation of resourcing and talent management strategies, diversity management and flexible working initiatives.	3	Manage recruitment, selection induction and retention activities effectively, efficiently, lawfully and professionally.	4	Demonstrate a strategic understanding of long and short-term talent planning and succession planning exercises with a view to building long term organisational performance.	5	Contextualise and evaluate effective performance management systems.	6	Analyse the strategic resourcing options available to an organisation when attracting staff
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8	Module Assessment		
Learning Outcome			
	Coursework	Exam	In-Person
1-6	X		

9	Breakdown Learning and Teaching Activities
Learning Activities	Hours
<b>Scheduled Learning (SL)</b> includes lectures, practical classes and workshops, peer group learning, Graduate+, as specified in timetable	60
<b>Directed Learning (DL)</b> includes placements, work-based learning, external visits, on-line activity, Graduate+, peer learning, as directed on VLE	45
<b>Private Study (PS)</b> includes preparation for exams	95
<b>Total Study Hours:</b>	200