1. Course Summary

Talent management as an innovative approach to managing employees is gaining more and more attention in foreign, as well as in Russian practice and scientific literature. To date, scientists and practitioners have explored this phenomenon in general trying to find benchmarks and pursuing the goal of defining universal concepts. Some practitioners and scientists took the path of delimitation outlining fundamental differences between talent management and extant personnel and human resource management systems. However, the universal approach seems to be incorrect in the light of modern business. Considering the significant uncertainty of external conditions, the different economic conditions of industries and access to talents, it is worth talking about the talent management system in a contextual way given the conditions that influence the formation of a talent management system. Thus, an important component of the course of talent management in organisations is the search and systematisation of external and internal factors influencing company at different levels. In addition to the areas mentioned above, one of the most important issues of talent management is HR analytics and approaches to building models identifying talents within the organisation, managing the performance of talented employees, using analytics in the practices of attracting, developing, deploying, retaining etc.

Students taking this course will learn how to determine talent in business, the system of talent management, how to identify and evaluate the strategy of talent management, find appropriate way to develop the main set of talent management practices based on the range of factors which stipulate a configuration of talent management system in the organisation.

2. Area of Application and Regulatory References

The Course is a part of a Cyclical Syllabus as well as a cycle of Courses providing Bachelor Program “Business management”.

This Course Program establishes a range of requirements for student’s skills and knowledge and determines content and the forms of educational activities and reporting.

To attend the talent management course, it is advisable to have a preliminary knowledge in the following disciplines:

a. Management;

b. Psychology;
c. Philosophy;
d. Sociology;
e. Economic Theory and Institutional Economics;
f. Organisation theory;
g. Organizational behaviour.
h. Human Resource Management.

3. Course Goals and Results

The goal of the course is to form systematic view on talent management and develop systemic approach to managing talented employees. A systematic approach will allow the students of the course to

1. build necessary skills and form competences, based on which students will have the opportunity to see a holistic approach to managing people in organisations;
2. understand the contextual dependence of talent management systems in organisations;
3. assess the impact of certain factors on the formation of a talent management system;
4. learn how to identify indicators that allow to build the necessary models for analysing talent practices;
5. develop the prototypes of behavior of talents in the organisation;
6. set the task to create the necessary software for the analytical part of the work in the organisation;
7. form talent management practices by using factors of specific environment of the organisation.

4. Forms and Types of Testing

<table>
<thead>
<tr>
<th>Type of testing</th>
<th>Form of testing</th>
<th>Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>Cases (3-5 cases)</td>
<td>Oral and written answers to the questions of cases, discussions and disputes based on the cases.</td>
</tr>
<tr>
<td>Current</td>
<td>Report</td>
<td>Presentation of selected papers in the area of talent management, 10-15 minutes per team of 2 students.</td>
</tr>
<tr>
<td>Intermediate</td>
<td>Project defense</td>
<td>Presentations of the final project in teams of 4-5 students.</td>
</tr>
<tr>
<td>Final</td>
<td>Project essay</td>
<td>Individual essay based on the part of the final project.</td>
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</tbody>
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4.1 Grading Criteria

<table>
<thead>
<tr>
<th>ECTS Grades</th>
<th>10-points scale</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>Excellent</td>
<td>10</td>
</tr>
<tr>
<td>A</td>
<td>Very good</td>
<td>9</td>
</tr>
<tr>
<td>A-</td>
<td>Very good</td>
<td>8</td>
</tr>
<tr>
<td>B+</td>
<td>Good</td>
<td>7</td>
</tr>
<tr>
<td>B-</td>
<td>Good</td>
<td>6</td>
</tr>
<tr>
<td>C+</td>
<td>Satisfactory</td>
<td>5</td>
</tr>
<tr>
<td>C-</td>
<td>Satisfactory</td>
<td>4</td>
</tr>
<tr>
<td>F</td>
<td>Fail</td>
<td>3</td>
</tr>
<tr>
<td>F</td>
<td>Fail</td>
<td>2</td>
</tr>
<tr>
<td>F</td>
<td>Fail</td>
<td>1</td>
</tr>
</tbody>
</table>

The formula of the course is

\[ M = 0.6 \times (R+Cs+PR)+0.4 \times PE \]

Where

- \( R \) - the mark for the Report (4.1.1),
- \( Cs \) – the mark for the cases (4.1.2)
- \( PR \) – the mark for Project Report (4.1.4)
- \( PE \) – the mark for Project Essay (4.1.3)


1. The statement of the problem, the rationale for the authors of the relevance of the research. (0-2 points)
2. The results of the authors’ review of the literature: a theoretical analysis of the used concepts and the results of the previous empirical studies of the problem. The justification of the author of the scientific novelty of their research. (0-2 points)
3. The research model (0-2 points)
4. Methodology of empirical research: indicators, baseline, methods of collecting data, characteristics of the sample, methods of analysing the data. (0-2 points)
5. The main results of the research: the results of testing the hypotheses (if advanced), the interpretation and discussion of the results obtained by the authors. (0-2 points)
6. Suggestions for auto authoring further investigations. (0-2 points)
7. Your own critical position of the research: to what extent were the conclusions of the authors validated? Which parts of the research paper did you find interesting and applicable to practice? What are the weaknesses and strengths of the research? (0-2 points)
8. The relevance of the article for the study of Russian organisations. (0-2 points)
9. Possibilities and limitations:
   a) conducting a similar study in your country; (0-2 points)
   b) practical application of the results obtained. (0-2 points)
The mark for the Report is 10 max: \( R = \text{Sum of points}/2. \)

4.1.2. Cases answers evaluation

The answers for each case (3-5 cases per the course) both oral (during the seminars) and written (as a homework) should be done thoroughly with solid statements supporting your ideas. All questions and additional tasks are important to achieve maximum point.

The mark for Cases is 10 max: \( Cs = \text{Sum of points for each case}/n, \) where \( n = \text{the number of cases}. \)

4.1.3. Final Essay evaluation

1. General characteristics of the company: the landscape of the industry, brief history, main business processes. (0-1 points)
2. Analysis of talent management system based on the following parameters: philosophy of talent management, talent definition in the organization, the configuration of the talent management system, strategy of talent management, talent management practices (including communications). – (0 -1 points)
3. Characteristics of the external and internal environment of the company: goals, organisation strategy, organisation values, life cycle stage of the company, organisational changes and development, corporate culture, HRM strategy, the type of organisation structure, organisation's environment assessment, degree of difficulty and certainty (0-6 points)
4. Comparative analysis of the configuration of the talent management system with requirements of the surrounding environmental factors. (0-6 points)
5. Analysis of problem zones and suggestions for improvements if necessary or proofs of solid positions of the current configuration of the talent management system (0-6 points)

The mark for the Project defense is 10 max: \( P_E = \text{Sum of points}/2. \)

Please, notice that it is necessary to present and participate in the defense procedure equally. Otherwise your mark will be 0 for this type of activity.

4.1.4. Final Project evaluation

1. General characteristics of the company: the landscape of the industry, brief history, main business processes. (0.5 points)
2. Analysis of talent management system based on the following parameters: philosophy of talent management, talent definition in the organization, the configuration of the talent management system, strategy of talent management, one of the talent management practices – (0.5 points)
3. The set of factors influencing the characteristics of the chosen practice (0-3 points)
4. Comparative analysis of the chosen practice with requirements of the surrounding environmental factors. (0-3 points)
5. Analysis of problem zones and suggestions for improvements if necessary or proofs of solid positions of the current practice (0-3 points)
The mark for the Project essay is 10 max: \( PD = \text{Sum of points} \).

Please, notice that it is necessary to send the Project Essay till the deadline introduced by the lecturer otherwise the mark for PD are 0.

5. The Course Content

Theme 1. The historical development of talent management. The evolution of talent management in organisations, different approaches.

Overview of different approaches to talent in science (pedagogy, psychology, psychophysiology), the formation of understanding of talent in business and the emergence of the concept of talent in practice (business, management). The prerequisites of the emergence of talent management, the first approaches to talent management, the evolution from the search for benchmarks and an exclusive approach to contextualisation and inclusiveness in talent management, environmental factors that lead to the formation of such an approach to employee management.

Theme 2. Definition of talent in business. Talent management system.

The company’s mission, philosophy and value system, corporate culture, which are the basis for determining talent in business and in a separate organisation. Identification of the components of talent definitions. Business strategy of the company and its connection to the formation of a model of talent management system. The talent management system model defined by the main dichotomous pairs. The link between the definition of talent and the structure of the talent management system.

Theme 3. Factors shaping the talent management system, the talent management system configuration.

The series of lectures and seminars examines sectoral labor markets, identifies factors affecting the formation of unique conditions in the labor market, drivers that can lead to a specific request for talented employees in the industry. Segments of industries and features of the formation of the company's interaction in this segment with the external environment, the configuration of the talent management system in companies are considered.

Theme 4. Talent management practices in organisations

Practices of talent management in organizations: attracting, selecting, developing, assigning, motivating, evaluating, retaining. Build a continuous process of supplying the organization with talents.

6. Educational Technologies

interactive lectures;

analysis of practical problems and readings;

discussion on the lecture materials research (articles and other practical scientific publications);

7. Literature

Main sources

Additional sources

Case materials
1. The Global Talent Competitiveness Index: Talent and Technology, 2017, INSEAD;
2. The Global Talent Competitiveness Index: Talent Attraction and International Mobility, 2015-2016, INSEAD;
3. The Global Talent Competitiveness Index: Growing talent for today and tomorrow, 2014 INSEAD.