

## SYLLABUS

HR410E\_0101\_26

### Global Talent Management

|                        |                                                                 |
|------------------------|-----------------------------------------------------------------|
| <b>ACADEMIC AREA :</b> | <b>MANAGEMENT AND STRATEGY</b>                                  |
| <b>PROGRAMME :</b>     | <b>PGE / UGTC LEVEL 4 PGE</b>                                   |
| <b>PERIOD :</b>        | <b>SPRING</b>                                                   |
| <b>COORDINATOR :</b>   | <b>Ms. Natalya SIMON</b>                                        |
| <b>INSTRUCTOR(S) :</b> | <b>Ms. Natalya SIMON</b>                                        |
| <b>CONTACT HOURS :</b> | <b>24.0 hours</b>                                               |
| <b>STUDY TIME :</b>    | <b>null hours (Class preparation, homework and assessments)</b> |
| <b>CREDITS :</b>       | <b>4.0 ECTS</b>                                                 |
| <b>AOL :</b>           | <b>NO</b>                                                       |

#### PRE-REQUISITE MODULES :

Previous course work in management, organizational behaviour, and/or human resource management.

#### MODULE DESCRIPTION :

The competition for skills and capabilities has always been intense, and the organizations that remain ahead are those that invest deliberately in understanding what “talent” represents and how to nurture it despite demographic, technological, and market disruptions. These organizations base their decisions on robust workforce data, continuously monitoring and analyzing the full talent lifecycle—from attraction and selection to development, mobility, and exit.

This course equips students to evaluate how organizations define talent, identify high-potential individuals, develop leadership pipelines, and retain key employees in competitive environments.

#### CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Leverage the economic, ecological, social performance of the firm and its operations to Change Business models #ChangeBusiness

#### MODULE INTENDED LEARNING OUTCOMES (ILOs) :

By the end of the module, students should be able to assess the effectiveness of a company's ITM strategy and policies using module concepts and make recommendations concerning:

1. Attracting international talent - employer branding sourcing strategies
2. Selecting talent based on ability, potential and motivation - defining competencies
3. Developing high potentials - leadership development, career management
4. Engaging and retaining international talent - how to manage performance, compensation, mobility, and careers in an international context

#### TOPICS COVERED :

1. Situating international talent management
2. Designing a talent management system

3. Competency development
4. Attracting talent, employer branding
5. Talent development: Identifying potential global leaders and developing a leadership pipeline
6. Talent development: Coaching, mentoring, succession planning
7. Talent development: Managing mobility international careers
8. Talent development and retention: Employee engagement, international performance management, rewarding talent
9. Talent retention in international mergers and acquisitions
10. Data analytics in Talent management
11. Sustainable, Ethical, and Data-Driven Talent Strategies

#### RESEARCH-LED TEACHING :

The course requires analysis of multiple recent articles, case studies and reports.

#### CSR AND SUSTAINABLE DEVELOPMENT GOALS :

The HR function's core mission is to build workplaces that are fair, productive, and inclusive.

It serves as the organization's guarantor of ethical conduct and responsible decision-making, ensuring that equality, diversity, inclusion, and employee well-being are upheld as fundamental principles of organizational life.

#### CSR NB HOURS :

3

#### SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 03 - Good health and well-being
- 04 - Quality education
- 05 - Gender equality
- 08 - Decent work and economic growth
- 10 - Reduced inequalities

#### TEACHING METHODS :

Class sessions are designed as active exchanges between the professor and students, fostering interaction, discussion, and peer learning.

Each three-hour session balances theory with practical application.

The Global Talent management course enables students to apply HR concepts to real organizational contexts through debates, role-plays, case analyses, HR workshops, group projects, and individual assignments.

A Moodle page will be used to share lecture slides, required readings, pre-class materials, and additional resources.

All readings, assignments, and preparation instructions will be posted and announced on Moodle.

The schedule and materials may be adjusted as needed to align with class progress and learning objectives.

#### METHODS OF ASSESSMENT :

| Continuous/Final | Group/Individual | Assessment                       | Weight | Duration   | ILOs assessed          |
|------------------|------------------|----------------------------------|--------|------------|------------------------|
| Continuous       | Individual       | Quiz                             | 20%    | 15 Minutes | 1-5 depending on topic |
| Continuous       | Group            | Participation or task completion | 25%    |            | 1-5 depending on topic |
| Continuous       | Group            | Participation or task completion | 5%     |            | 1-5                    |
| Final            | Individual       | Final written exam               | 50%    | 3 Heures   | 1-5                    |

#### **Assessment 1 details:**

An individual short quiz will be completed after each session to test understanding of key concepts and readings.

**Assessment 2 details:**

Each group will investigate and analyse how a real multinational organization manages its global talent lifecycle and develop a set of evidence-based recommendations to strengthen its talent strategy in an international context. Students are encouraged to use analytical tools (e.g., SWOT analysis, gap analysis, risk matrix, process map, decision table, stakeholder impact grid, other established tools, or tools they design themselves) to structure and support their diagnosis. All recommendations must be grounded in course concepts, academic literature, consulting reports, and other verified sources. Students must also explain what they learned from each source and how each insight informed or influenced their proposed recommendations.

**Assessment 3 details:**

Students will have time to prepare and participate in a debate on topics related to the course syllabus. The exercise will require research, critical analysis, and strong presentation skills.

**Assessment 4 details:**

3 or 4 open-ended questions with a closed book.

**ACADEMIC INTEGRITY :**

**BIBLIOGRAPHY :**

Books

Lawler, E.E. (2017). Reinventing Talent Management. Berrett-Koehler. Ebook [<https://bit.ly/4ptbpXU>]  
Scullion, H. & Collings, D.G. (2019). Global Talent Management (2nd edn). Routledge. Ebook [<https://bit.ly/44WuR83>]  
Sparrow, P., Scullion, H. & Tarique, I. (2015). Strategic Talent Management – Contemporary Issues in International Context. Cambridge University Press.  
Tarique, I., Briscoe, D. & Schuler, R. (2015). International Human Resource Management (5th edn). Routledge. Ebook [<https://bit.ly/4aNP9UV>]

Articles:

Cappelli, P. (2008) 'Talent management for the twenty-first century', Harvard Business Review, March.  
Chamorro-Premuzic, T., Adler, S. & Kaiser, R.B. (2017) 'What science says about identifying high-potential employees', Harvard Business Review.  
Davenport, T.H., Harris, J. & Shapiro, J. (2010) 'Competing on talent analytics', Harvard Business Review.  
Fernández-Aráoz, C. (2023) 'A strong purpose can make your company a magnet for talent', Harvard Business Review, 9 November.  
Fernandez-Araoz, C., Nagel, G. & Green, C. (2021) 'The high cost of poor succession planning', Harvard Business Review, 99(3), pp. 98–107.  
Heen, S. & Stone, D. (2014) 'Find the coaching in criticism', Harvard Business Review.  
Intagliata, J., Sturman, J. & Kincaid, S. (2022) 'How to spot—and develop—high-potential talent in your organization', Harvard Business Review.  
Kim-Schmid, J. & Raveendhran, R. (2022) 'Where AI can — and can't — help talent management', Harvard Business Review, 13 October.  
Liu, S. (2022) 'Why your mentoring program should be mandatory', Harvard Business Review, 100(9-10).  
Mayo, A.J. (2023) 'How to help superstar employees fulfill their potential', Harvard Business Review.  
Ready, D.A., Conger, J.A. & Hill, L.A. (2010) 'Are you a high potential?', Harvard Business Review, June.  
Ready, D.A., Hill, L.A. & Thomas, R.J. (2014) 'Building a game-changing talent strategy', Harvard Business Review, January–February.

Reports:

Accenture (2024) Pulse of Change Index 2024.  
Deloitte (2025) Global Human Capital Trends 2025.  
McKinsey & Company (2025) The New Possible: How HR Can Help Build the Organization of the Future.  
Mercer (2025) Global Talent Trends 2025.

#### General Practitioner and Academic Sources

Harvard Business Review; Human Resource Management Journal; People Management; McKinsey Insights; Deloitte Human Capital Trends; Gartner; KPMG Insights; Boston Consulting Group Publications; Korn Ferry, Additional case study materials will be provided to the students during the class.

#### Additional Reading

##### Books

Berger, L.A. & Berger, D.B. (2011) The Talent Management Handbook (2nd edn). McGraw-Hill.

Goldsmith, M. & Carter, L. (2010) Best Practices in Talent Management. John Wiley & Sons.

##### Articles

Clark, R.E. & Saxberg, B. (n.d.) 'Reasons good employees lose motivation', Harvard Business Review.

De Vries, M.F. (2014) 'Coaching the toxic leader', Harvard Business Review, 92(4).

Sanders, N.R. & Wood, J.D. (2021) 'The skills your employees need to work effectively with AI', Harvard Business Review.

Sharot, T. (2017) 'What motivates employees more?', Harvard Business Review.

Stein, D., Hobson, N., Jachimowicz, J.M. & Whillans, A. (2021) 'How companies can improve employee engagement right now', Harvard Business Review.

##### Reports:

Accenture (2025) Life Trends 2025.

Accenture (2025) Technology Vision 2025.

Boston Consulting Group (2024) Decoding Global EVP Preferences.

Boston Consulting Group (2025) The Widening AI Talent Value Gap.

KPMG (2024) New Operating Models for HR.

#### MODULE PLAN SESSIONS :

##### Plan Session 01 :

Session 1| Introduction to International Talent Management

##### Plan Session 02 :

Session 2|Defining and Identifying Global Talent

##### Plan Session 03 :

Session 3| Attracting Talent, Employer Branding

##### Plan Session 04 :

Session 4|Global Talent Development & Leadership Pipelines

##### Plan Session 05 :

Session 5|Global Mobility and International Careers

##### Plan Session 06 :

Session 6| Retaining and Engaging Talent (Succession planning, organizational culture, rewards management and performance management)

##### Plan Session 07 :

Session 7|Sustainable, Ethical & Data-Driven Talent Strategies in a Global Context

**Plan Session 08 :**

Session 8| Team presentation