



University of the
West of England

MODULE SPECIFICATION

Code: UMPCXT-15-M **Title:** International Resourcing and Talent Management **Version:** 1

Level: M **UWE credit rating:** 15 **ECTS credit rating:** 7.5

Module type: Standard

Owning Faculty: FBL **Field:** HRM

Faculty Committee approval: QMAC **Date:**

Valid from: 1 September 2010 **Discontinued from:**

Contributes towards: MSc Management (International Human Resource Management)

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

The module aims to:

- Provide students with a critical understanding of the contribution that International Resourcing and Talent Management can make to the achievement of organisational strategic goals in international business operations.
- Assist in the development of professional competency, knowledge, understanding and skills in the field of International Resourcing and Talent Management so that practitioners can contribute positively to corporate success in the global arena.
- Critically explore the theoretical and conceptual underpinning processes, practices and techniques of International Resourcing and Talent Management so that the body of knowledge can be applied appropriately and selectively within a range of international business operations
- This module contributes to the knowledge requirements needed to meet the Chartered Institute of Personnel and Development's (CIPD) qualifications at advanced level.

Learning outcomes:

On successful completion of this module students will be able to:

- Make constructive contributions to the development or enhancement of international resourcing strategies and policies by critically evaluating existing practices, processes and theory in the light of evolving knowledge and understanding (Components A and B).
- Contribute to the development of strategies that aid the attraction, recruitment, selection, expatriation and repatriation of a suitably skilled and diverse workforce within a global context (Components A & B).

- Devise and critically evaluate approaches to the retention of employees, and the management of global careers and succession planning within the international business arena. (Components A & B).
- Understand and analyse the activities associated with human resource planning: evaluate long- and short-term human resource talent and succession planning; gather and utilise employee turnover data to aid retention; and manage employee exit from the organisation through 'downsizing' (i.e. redundancy, dismissal) within the expectations of the law (Components A & B).
- Critically discuss and evaluate different approaches to international resourcing strategies and practices associated with cross border alliances such as international mergers, acquisitions and joint-ventures (Components A & B).
- Explore the specific international resourcing challenges associated with 'offshoring' (Components A & B).
- Critically review and adapt international resourcing policies and practices for different occupational groupings in parent and host country settings (Components A & B),
- Ensure that international resourcing policies satisfy and support equal opportunity and managing diversity requirements, are legally compliant and sensitive to ethical considerations in both parent and host country environments (Components A & B).

In addition, the educational experience may explore, develop and practise but not formally discretely assess the following:

- Independent learning and skills associated with discussion and debate
- Personal organisation and study skills
- Time management skills

Syllabus outline:

- Link between international resourcing strategies associated with ethnocentric, polycentric, regiocentric and geocentric approaches and the achievement of organisational objectives in the global area; different international resourcing paradigms related to convergence and divergence.
- Leading theoretical approaches to contemporary international resourcing strategies in both parent and host country environments.
- Exploration and review of the role that cultural considerations play in international resourcing and talent management activities.
- Design and delivery of effective induction and training for different types of international assignments.
- Leading theories on expatriation and repatriation and their application to different international business operations.
- Current theories on the definition and development of talent in international business operations.
- Exploration and review of approaches to international resourcing activities associated with cross border alliances such as international mergers, acquisitions and joint-ventures.

Teaching and learning methods:

Teaching and learning in this module consists of a combination of formal lecturing supported by a range of participative activities including case studies, problem solving exercises and small group activities. Peer learning will be encouraged through activities designed to enable students to share and compare their experiences. Central to teaching and learning at this level is a high level of critical discussion and self reflection in contact sessions and assessed work.

Students will be directed towards the study skills website as appropriate. Students will be encouraged to use Blackboard to access resources used during the classes.

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

Essential Reading

The essential reading will be specified in the module handbook and on Blackboard at the start of the module. This is potentially subject to change at short notice and students should not purchase any text without the guidance of the module leader. Examples of essential reading may include:

Dowling, P., Festing, M. & Engle, A. 2008. *International Human Resource Management*, 5th edition, London, Thomson.

Sparrow, P. 2006. *International Recruitment and Selection*, London, Chartered Institute of Personnel Development.

Indicative Reading

Brewster, C., Sparrow, P. and Vernon, G. 2007. *International Human Resource Management*, 2nd ed., London, Chartered Institute of Personnel Development.

Scullion, H. & Collings, D. 2006. *Global Staffing*, Routledge, Oxon.

Solimano, A. (Ed). 2008. *The International Mobility of Talent*, Oxford University Press, NY.

Current advice on reading should be provided in annual module handbook and other more frequently updated sources.

Assessment

Summative assessment consists of two elements, both of which are designed to encourage students to evaluate the theoretical concepts encountered in the module and apply them to a practical context. The first component (A) consists of a group exercise requiring students to research and make recommendations to address a specific resourcing problem and present their findings in class. A group mark will be given to all members of the group for the group work and an individual mark for the individual write-up of the group work. The second component (B) is an individual written assignment (3,000 words) based upon an analysis of a different resourcing problem within a context chosen by the student.

Formative assessment will be provided through tutor and peer feedback on the group assessments.

Weighting between components A and B (standard modules only) A: 25% B: 75%

ATTEMPT 1

First Assessment Opportunity

Component A

Description of each element

| | Element weighting |
|---|--------------------------|
| 1 Group assessment and 1,000 word individual write-up based on group work | 100% |

Component B

Description of each element

| | Element weighting |
|---|--------------------------|
| 1 Individual Written assignment (3,000 words) (Final Assessment) | 100% |

Second Assessment Opportunity (further attendance at taught classes is required)

Component A

Description of each element

| | Element weighting |
|-------------------|--------------------------|
| 1 Individual viva | 100% |

Component B

Description of each element

| | Element weighting |
|---|--------------------------|
| 1 Individual Written assignment (3,000 words) (Final Assessment) | 100% |

Specification confirmed byDate

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(Associate Dean/Programme Director)