Module Outline of MNO 4761/MNO4313

Programme   : BBA Honors Programme

Module Code   : MNO4761/MNO4313

Module Title   : Talent Development and Performing with Impact

Class Date   : Semester 1, Academic Year 2021/22

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Overview

To thrive in today's world of rapid changes, globalisation and innovation, organisations need visionary leaders and an agile workforce to stay ahead of competition and build sustainable success. These 'talents' are prized resources that have to be sourced, nurtured, strategically deployed and retained.

Performance management is an important organisational process that guides and directs organisational resources, including its talent, towards critical organisational missions. However, many employees, including some leaders, tend to view performance management as an administrative and flawed system for distributing rewards and recognition.

This module explores the theories and best practices, as well as myths of Talent Development (TD) and Performance Management (PM). As a student of this module, you will gain an appreciation of how these Functions contribute to Organisational Excellence and Business Impact. You will discover how Talent Development is interlinked with Organisational Performance and learn how these Functions are implemented in the real world through an exploration of present and evolving TD practices within the context of globalisation.

This module encourages self-directed and hands-on learning through diverse readings, rich discussions, as well as skill practice, so that you will acquire an updated and robust working knowledge of Talent Development and Performance Management for a TD and HRD executive role.

Lastly, you can expect to gain tremendously from the competency assessment tools that will be introduced, as well as the direct application of your learning from this module for your personal and career development.

Module Objectives

1. Knowing the organisational objectives, language and key processes in Talent Development
2. Appreciating the controversies and challenges in Talent Development
3. Learning the best practices of Talent Development
4. Understanding Performance Management and its connection with Talent Development
5. Engaging with Practitioners
6. Anticipating the future trends of Talent Development

Schedule and Outline

(subject to cancellation and changes due to COVID-19 requirements, speaker availability etc)

Lesson/Week	Date	Topic / Reading
1	Aug	Introduction to MNO4761 Talent Management vs Talent Development Overview of Talent Development
2	Aug	Evolving definitions of Talent The Talent Development Perspectives by Guest Speaker Learning Theories
3	Aug	Success Profiles Competency Framework Peer Teaching 1: Critical Leadership Competencies for 2020s
4	Sep	Selection of Talent Part 1 Peer Teaching 2: Selection of Talent: Overview of Tools and Pros/Cons Behavioural Interviews
5	Sep	Selection of Talent Part 2 Assessment Centres Ability Tests Psychometric Profiling Peer Teaching 3: Bias in HR Selection and Assessments
6	Sep	Culture and TD Assessing Fit to Culture by Guest Speaker Feedback in TD Peer Teaching 4: All about 360 Feedback
18-26 Sep		RECESS WEEK
7	Oct	Performance Management Peer Teaching 5: Pros and Cons of Performance Reviews Development Planning
8	Oct	Coaching Peer Teaching 6: Training Needs Analysis
9	Oct	Peer Teaching 7: Evaluation of Training Peer Teaching 8: Succession Planning Consultations for Group Coursework Presentations
10	Oct	Global Talent Global Mobility by Guest Speaker HR and Talent Analytics
11	Oct	Individual Test
12	Nov	Group Coursework Presentations
13	Nov	Group Coursework Presentations

Reading Material

A wide range of material are suggested in LumiNUS

Assessment

Assessment Components	Weightage
Individual Assignment	15%
Individual Test	30%
Group Coursework Assignment	30%
Group Peer Teaching	15%
Class Participation	10%
Total	100%

Individual Assignment (15%)

As you learn about talent development for high impact performance in this module, you are expected to reflect and consider how to apply your learning to identify development gaps and figure out your own plan that is motivating to you and will optimise how you can acquire new knowledge, skills and experiences, as well as enhance your abilities to a targeted level of proficiency.

Individual Test (30%)

This is an open book written test undertaken individually to assess your understanding and ability to apply talent development and performance management theories and best practices.

Group Coursework Assignment (30%)

This graded assignment will start in Week 3 and will be progressively built upon as more topics are covered. The key learning objective of this graded assignment is to give you exposure to practitioner work in Talent Development to help you acquire the knowledge and skills to carry out talent development work in future organisations that you will work for.

In summary, this assignment is a coursework covering:

1. Development of a Success Profile
2. Development of Competencies
3. Design and Implementation of a Talent Selection Plan
4. Evaluation and Profile Reporting
5. Proposal for Development
6. Your group's learning highlights and insights
7. Final Presentation

Group Peer Teaching (15%)

Each group will be given a peer teaching assignment for a specified week on a selected topic. The learning objective is to increase your personal knowledge on a talent development topic. The second is to develop your communication and facilitation skills based on the principles of adult learning. Hence, your group is encouraged to be innovative and creative in your peer teaching assignment

The output expected is an interactive presentation of not more than 30 mins which includes at least 10 mins of activities and discussions which your group will facilitate. Reading resources will be suggested but your group is free to use additional resources that are relevant and interesting to the topic. Feel free to approach me for guidance.

Every group is also expected to give at least ONE feedback to the presenting group in the LumiNUS Forum and take the discussion on the topic further during the course of the week.

Class Participation (10%)

Class participation is an individual graded component tied to your attitude and the quality and consistency of your contributions in weekly classes, as well as attendance and punctuality for classes and submissions. Your inputs for forum discussions and peer feedback are also considered. Please note that there is a peer feedback component that is gradable. This means that depending on the feedback given by your group members on the quality of your contribution to the group coursework, you may receive up to 5 points more or less for your class participation marks (max 10%).