BA4229/5229 TALENT MANAGEMENT
Class Schedule: *Monday* 12:40 - 13:55 & 14:10 - 15:25

Instructor:	Nazmi BOŞÇA
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Office Hours:	By appointment
Course Web Page:	

Course Description:
This comprehensive course offers a high-level exploration of talent management principles, strategies, and best practices to equip students with the knowledge and skills needed to effectively attract, nurture, and retain top talent. Throughout the course, students will delve into topics such as talent acquisition, performance management, employee development, succession planning, and the role of leadership in creating a thriving talent culture.
Relevance:
Talent Management is a dynamic and critical aspect of modern organizations, focusing on the strategic identification, development, and retention of exceptional individuals who drive organizational success. By blending theoretical frameworks with real-world case studies, students will gain valuable insights into crafting sustainable talent management strategies that align with an organization's objectives and foster a culture of excellence. Whether aspiring HR professionals, managers, or future executives, this course provides a solid foundation for understanding how talent management impacts an organization's long-term viability and competitiveness in a dynamic global marketplace.
Course Student Learning Objectives: (CSLOs)
Upon the successful completion of this course, students will be able to

1. comprehend the key principles, concepts, and theories underpinning talent management, including its significance in achieving organizational goals and cultivating a competitive advantage.
2. define the building blocks of an effective talent management program
3. understand the effect of workforce planning and employer branding to attract talent
4. develop talent segmentation programs to identify talent
5. formulate effective talent development plans, incorporating training, coaching, and career progression initiatives to enhance employee skills, competencies, and engagement.
6. evaluate the importance of succession planning in ensuring leadership continuity, and strategize methods to identify and groom high-potential individuals for future leadership roles.
7. integrate the knowledge acquired throughout the course to formulate a cohesive and sustainable talent management strategy that aligns with an organization's mission, values, and long-term objectives.

Learning and Teaching Methods:
This course will use lectures, discussions, guest speakers, group work, presentations and exam.
Required Reading:
The Oxford Handbook of Talent Management, David G. Collings (ed.), Kamel Mellahi (ed.), Wayne F. Cascio (ed.), 2017
The Routledge Companion to Talent Management, Edited by Ibraiz Tarique, 2022
Assessment and Grading:
Grades and notes are not subject to change unless miscalculated. **There will be no additional individual study for raising a student's grade. No individual request for such a study will be accepted.** No non-academic criteria will be applied for grading. The percentages to apply to the coursework are seen in the following table.

Form of assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm	30	Essay type, 75 minutes	1-2-3-4	Written and oral
Assignments	10	Article reading and summarizing	1-2-3-4-5-6-7	Written and oral
Assignment Quizzes	10	Multiple-choice, max. 10 minutes	1-2-3-4-5-6-7	Written and oral
Group presentation & project	35	30 Min. project presentation and project report	1-2-3-4-5-6-7	Written and oral
Participation	15	Discussion, class time	1-2-3-4-5-6-7	Oral
Total	100			

Course Policies:

Midterm and make-up policy
Midterm exam will measure students' degree of knowledge of the conceptual material. **Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented, excuse. Make-up exams will be essay type.**

Assignments and Assignment Quizzes
Students are required to diligently read the assigned material and subsequently produce concise summaries, incorporating insights derived from classroom discussions. The summaries should notably encompass their learnings from subjects like organizational behavior, organization theory, and human resources management. It is imperative that students adhere to the guidelines, with assignments to be handed in promptly on ODTUClass platform on the designated due date. **Late submissions will not be accepted, and no make-up opportunities will be provided for this activity.**

Assignment quizzes will be given at the beginning of the class following the due date of the assignment. **Latecomers cannot take quizzes. Students not attending lecture after quizzes will get zero from quizzes. Note that quizzes are equivalent to exams**; side conversations during quizzes, not stopping writing when instructed, or any other attempt to cheat will not be tolerated and result in zero mark without warning. There is no make-up for assignment quizzes.

Group Project
A significant component of this course is the group project, which constitutes **35%** of your final course grade. This project aims to foster teamwork, critical thinking, and the development of practical analytical skills. It presents an opportunity to demonstrate your comprehension of the course material in a real-world context, making it an essential element of your overall learning experience.
There are **two options** for completing this group project:
Option 1: Students will be provided with carefully selected research topics. Your task will be to conduct an in-depth research process on the assigned topic. This project will enable you to deepen your understanding of talent management, identify emerging business trends, and integrate these trends into talent management practices.
Option 2: Students will be required to find a company with established talent management programs and conduct a comprehensive analysis of their practices. This project is designed to provide a practical application of the principles and knowledge acquired throughout the course. By evaluating and critiquing the selected company's talent management strategies, you will gain valuable insights into the practical application of talent management concepts.
The research topics, along with the detailed requirements for the report and presentation of the group project, will be shared at a later date.

Participation

Active participation and regular attendance in the classroom are integral components of this course. Being present in class and engaging in discussions is not merely a formality but a deliberate strategy to enhance your educational experience. When you attend class consistently and actively participate in discussions, you are more likely to grasp the course material thoroughly. This participation encourages critical thinking, allows the exchange of diverse viewpoints, and hones your communication and teamwork skills. Moreover, your involvement demonstrates a commitment to your own learning and fosters a positive learning environment. Beyond academics, it prepares you for success in professional settings, where effective communication and collaboration are often pivotal. Therefore, in this course, your active presence and participation are not just expectations; they are integral to your personal growth and your readiness for future career challenges. **There is no make-up for participation.**

USE OF AI TOOLS: In the context of this course, AI tools should be used **responsibly and ethically** for enhancing your learning experience. **Relying on AI to complete assignments, projects, or assessments in place of your own effort is strictly prohibited and will be considered a violation of academic integrity. Students must ensure that all submitted work reflects their own understanding and original thought. Misuse of AI tools will result in academic penalties as outlined in the course policies.**

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

Civility
Civility is a requirement. Developing and maintaining a course environment that is conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in offline or online course settings will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. **They are to be on time for sessions; they may not be let in late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair for those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

Academic regulations
Please see the regulations for undergraduate studies at: http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-undergraduate-studies

Academic calendar
Please see the calendar and note the important dates at: https://oidb.metu.edu.tr/en/academic-calendar

Tentative Course Schedule				
Month	**Day**	**Topic**	**Reading / Assignment**	**CSLO**
September	30th	Course introduction		1,2,3,4,5,6,7
		Revisiting core concepts in HR Management		1,2,3,4,5,6,7
October	7th	Basic Concepts in Talent Management	The Historical Context of Talent Management	1,2
		Roadmap for a Successful TM Program		1,2
October	14th	Building Blocks of Talent Management - Role Definitions		1,2
		Building Blocks of Talent Management - Competencies		1,2
October	21th	Building Blocks of Talent Management - Performance Management	Star Performers	1,2
		Building Blocks of Talent Management - Critical Positions		1,2
October	28th	**Republic Holiday**		
November	4th	Attract Talent: Strategic Workforce Planning	Employer Branding and Talent Management	3
		Attract Talent: Employer Branding		3
November	11th	Identify Talent: Talent Segmentation		4
		Identify Talent: Talent Segmentation		4
November	18st	Identify Talent: Assessment Centers	The Potential for Leadership	4
		Develop Talent: Individual Development Plans		3,4
November	25th	Develop Talent: Learning Journeys	Talent Development: Building Organizational Capability	5
		Develop Talent: Hi-Po Programs		5
December	2nd	**Midterm Exam**		1,2,3,4,5
December	9th	Develop Talent: Coaching and Mentoring	Talent or Not: Employee Reactions to Talent Designations	5
		Retain Talent: Succession Planning		6
December	16th	Retain Talent: Rewarding	Succession Planning: Talent Management's Forgotten, but Critical Tool	6
		Retain Talent: Employee Engagement		6
December	23th	Diversity in Talent Management	Integrating Talent and Diversity Management	7
		HR Metrics and Talent Analytics		7
December	30th	Project Presentations		1,2,3,4,5,6,7
		Wrap-Up		1,2,3,4,5,6,7