Module Descriptor

Title	Resourcing And Managing Talent		
Session	2026-2027	**Status**	Existing
Code	HURM11004	**SCQF Level**	**SCQF 11**
Credit Points	20	**ECTS (European Credit Transfer Scheme)**	10
School	**Business and Creative Industries**		
Module Co-ordinator	Shuai Zhang		

Summary of Module

A major objective of the human resources function is the mobilisation of a workforce. Organisations can only function if they are able to acquire qualified employees and to develop their necessary skills, attitudes and experience to meet their objectives. A further objective is then to retain effective performers for as long as possible. From time to time it is also necessary to dismiss people from organisations. This module focuses on these activities, focusing not just on the practical aspects of recruitment, selection, development retention and dismissal, but also on the strategic aspects to equip learners with the knowledge and skills required for resourcing and talent management within a global context. Skills can be sourced by hiring employees, but also through other means such as the employment of agency workers, subcontractors and consultants, or through outsourcing arrangements. To mobilise an effective workforce organisations hire people from employment markets, which obliges them to compete for talent with other employers whenever demand for skills is greater than the available supply. Coaching and mentoring are used to develop talents. Effective organisations thus develop a strategic approach to the attraction, development and retention of staff, analysing their key employment markets and gaining an understanding of their dynamics so as to enable them to compete more effectively, both now and in the future.

Module Delivery Method	On-Campus[1] ☒	Hybrid[2] ☐	Online[3] ☐	Work -Based Learning[4] ☐
Campuses for Module Delivery	☐ Ayr ☐ Dumfries	☐ Lanarkshire ☐ London ☒ Paisley	☐ Online / Distance Learning ☐ Other (specify)	

Terms for Module Delivery	Term 1	☐	Term 2	☒	Term 3	☐
Long-thin Delivery over more than one Term	Term 1 – Term 2	☐	Term 2 – Term 3	☐	Term 3 – Term 1	☐

Learning Outcomes	
L1	Analyse the major features of employment markets from which organisations source staff and evaluate organisations' talent recruitment and selection strategies. Long-and short-term talent planning and succession planning exercises should be evaluated with a view to building long-term organisational performance.
L2	Critically assess frameworks of talent development and demonstrate critical understanding of coaching and mentoring.
L3	Design and implement organisation-based coaching and mentoring strategies and programmes, taking account of a contextual factors, and provide professional talent development services to individuals.
L4	Gather, analyse and use information on employee turnover as the basis for retaining talents.Manage retirement, redundancy and dismissal practice fairly.
L5	Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in talent management practices.

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	**During completion of this module, there will be an opportunity to achieve core skills in:**
Knowledge and Understanding (K and U)	**SCQF 11** Demonstrate knowledge and understanding of the concepts of recruitment, development and retention and their development within HRM theory and practice. Demonstrate knowledge and understanding of recruitment, development and retention activities and best practice.

[1] Where contact hours are synchronous/ live and take place fully on campus. Campus-based learning is focused on providing an interactive learning experience supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus contact hours will be clearly articulated to students.

[2] The module includes a combination of synchronous/ live on-campus and online learning events. These will be supported by a range of digitally-enabled asynchronous learning opportunities including learning materials, resources, and opportunities provided via the virtual learning environment. On-campus and online contact hours will be clearly articulated to students.

[3] Where all learning is solely delivered by web-based or internet-based technologies and the participants can engage in all learning activities through these means. All required contact hours will be clearly articulated to students.

[4] Learning activities where the main location for the learning experience is in the workplace. All required contact hours, whether online or on campus, will be clearly articulated to students

	Show awareness of continuing and current debates and issues in recruitment, development and retention and HRM literature and with particular regard to legal and ethical dimensions of the HR role.
Practice: Applied Knowledge and Understanding	**SCQF 11** Analyse the recruitment, development and retention concepts and identification of related concepts. Carry out relevant research on recruitment, development and retention (and HRM) to underpin theoretical and practical problems. Customise routine or best practice recruitment, development and retention solutions appropriately to address specific problems and issues within legislation and CIPD standards.
Generic Cognitive skills	**SCQF 11** Critical analysis, evaluation and/or synthesis of key recruitment, development and retention literature. Gather relevant theoretical and empirical information on recruitment,development and retention from a variety of sources, including academicresearch publications. Evaluate critically evidence-based solutions to specific and/or routine recruitment, development and retention problems and issues.
Communication, ICT and Numeracy Skills	**SCQF 11** Communicate effectively and appropriately in written and oral formats. Make effective use of information retrieval systems. Use information technology applications to present and evaluate a range of data in appropriate and effective documentation.
Autonomy, Accountability and Working with Others	**SCQF 11** Work effectively individually and within groups, taking a leadership role where appropriate on seminar and related activities. Evaluate continuously, consistently and constructively, your own and others' roles, responsibilities and contributions in achievement of tasks.

Prerequisites	**Module Code**	**Module Title**
	Other	
Co-requisites	**Module Code**	**Module Title**

Learning and Teaching
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours.

Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Note: Learning hours include both contact hours and hours spent on other learning activities)
Laboratory / Practical Demonstration / Workshop	36
Asynchronous Class Activity	
Independent Study	164
Please select	
Please select	
Please select	
TOTAL	200

Indicative Resources
The following materials form essential underpinning for the module content and ultimately for the learning outcomes: Taylor, S. (2024) Resourcing and Talent Management, 9th Edition, CIPD: London Garvey, B.and Stokes, P.(2022) Coaching and Mentoring Theory and practice ,London, SAGE Details of further resources, including textbooks, journals and online resources will be identified at the beginning of each delivery in the module handbook and made available via Aula/myUWS.
(N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements
In line with the Student Attendance and Engagement Procedure, Students are academically engaged if they are attending and participating in all timetabled programme activities including on-campus and online teaching sessions, asynchronous online learning activities, placement, work-based elements, course-related learning resources, and complete assessments and submit these on time. **For the purposes of this module, academic engagement equates to the following:** Module attendance Submission of assessments Assigned reading/tasks Classroom participation

Equality and Diversity

The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	**Management, Organisations People**
Overall Assessment Results	☐ **Pass / Fail** ☒ **Graded**
Module Eligible for Compensation	☐ **Yes** ☒ **No** **If this module is eligible for compensation, there may be cases where compensation is not permitted due to programme accreditation requirements. Please check the associated programme specification for details.**
School Assessment Board	Management, Organisations and People
Moderator	Sahar Siami
External Examiner	Shirley Barrett
Accreditation Details	The module is accredited by the Chartered Institute of Personnel and Development (CIPD).
Module Appears in CPD catalogue	☒ **Yes** ☐ **No**
Changes / Version Number	2

Assessment (also refer to Assessment Outcomes Grids below)
Assessment 1
Presentation
Assessment 2
Report of practical/field/clanical work
Assessment 3
(N.B. (i) Assessment Outcomes Grids for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An indicative schedule listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Component 1							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
Presentation	☒	☐	☒	☒	☐	20	

Component 2

Assessment Type	LO1	LO2	LO3	LO4	LO5	Weighting of Assessment Element (%)	Timetabled Contact Hours
Report of practical/field/clanical work	☒	☒	☒	☒	☒	80	0

Component 3							
Assessment Type	**LO1**	**LO2**	**LO3**	**LO4**	**LO5**	**Weighting of Assessment Element (%)**	**Timetabled Contact Hours**
	☐	☐	☐	☐	☐		
Combined total for all components						100%	hours

Change Control

What	When	Who