

MGTR 5318: Talent Management & Development

Rio Grande College of Business

Summer, 2026

Faculty Information

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Office Hours: Wednesdays 2:00-4:00 pm or by appointment

Course Description

Students will learn how to navigate an ever-changing employee relationship from recruitment and placement to talent management, training and development, and employee relations. This class explores the ways in which emerging industry trends, new technology, and social media platforms are impacting how human resource managers are envisioning their roles within organizations.

Course Materials

Crews, D. (2024). *Mastering human resource management v2.0*. Flatworld. ISBN: 979-8-88794-197-4

If you are not using Sully Bookshelf, you can purchase the text here

<https://students.flatworldknowledge.com/engage/courses/2613109>

Program Student Learning Outcomes

Upon completion of this program, students will be able to:

- PO1: Apply contemporary management theories and practices to create strategies to solve complex business problems. (MGTA/R 5315)
- PO2: Analyze market trends and leadership approaches to identify opportunities for innovation and growth within an organization.
- PO3: Evaluate talent management and development practices to assess their alignment with organizational objectives and growth strategies.
- PO4: Employ advanced communication strategies and influence techniques to drive organizations goals and change management.
- PO5: Create comprehensive business strategies that incorporate global considerations and digital systems.

Course Student Learning Outcomes

Upon completion of this course, students will be able to:

CSLO.1 – Apply strategic talent management principles to design and plan to implement effective recruitment, training, and development programs that address organizational needs and leverage new technologies

CSLO.2 – Research the effects of emerging trends and technological advancements on employee performance and organizational culture.

CSLO.3 – Illustrate the effectiveness of different talent management and development approaches, assessing their ability to meet organizational goals and adapt to changing employee needs (PO3)

CSLO.4 – Create comprehensive talent management strategies that integrate cutting-edge technologies, social media tools, and industry trends to enhance recruitment, training, and employee development in dynamic organizational environments.

Marketable Skills

Students completing the program will be able to:

- Formulate and implement effective strategies to achieve organizational objectives.
- Analyze market trends to identify opportunities for innovation, growth, and competitive positioning.
- Evaluate workforce capabilities to align talent strategies with business goals.
- Lead change management efforts by communicating vision, urgency, and benefits effectively.
- Evaluate emerging technologies for strategic fit and competitive advantage in a global environment.

Course Assignments and Grading

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Discussions	20%
Assignment 1: Talent, Risk, Ethics, & Workforce Stability Analysis	20%
Assignment 2: Strategic Recruitment & Selection Plan	20%
Assignment 3: Integrated Talent Strategy (Report & Presentation)	30%
Final Reflection & Portfolio Discussion	10%
TOTAL	100%

Late Assignment Statement: Late assignments will only be accepted with permission from your professor who will deduct points at their discretion. No assignments will be accepted after the course end date.

Discussions (20% Final Grade)

Students will complete a discussion in the first module and a discussion in the last module. Initial posts are due on Thursday by 11:59 pm CT and at least two responses to peers are due on Sunday by 11:59 pm CT. The initial post should respond to the discussion prompt in detail, including specific and relevant information from course materials, personal experience, and/or current events to support ideas. In responses to peers, students should build upon the initial post, facilitating additional discussion, and asking meaningful questions. Posts should be grammatically correct and written in a professional tone. Both in-text and reference citations should be provided in APA format. Please review the rubric for additional details.

Assignment 1: Talent Risk, Ethics, & Workforce Stability Analysis (20% of Final Grade)

Students prepare a written report analyzing workforce-related risks within their selected company, with a focus on legal, ethical, and organizational factors. The report evaluates the impact of current conditions on employee morale, trust, and performance and proposes HR strategies to reduce risk and improve workforce stability.

Deliverable: Written Report (5–7 pages)

Assignment 2: Strategic Recruitment & Selection Plan (20% of Final Grade)

Students develop a written report outlining a recruitment and selection strategy tailored to their selected company's talent needs and constraints. The report includes staffing priorities, sourcing strategies, structured selection processes, and alignment with organizational goals and available resources.

Deliverable: Written Report (5–7 pages)

Assignment 3: Integrated Talent Strategy Report & Presentation (20% of Final Grade)

Students develop a comprehensive talent management strategy that integrates employee development, performance management, and engagement to improve retention and support organizational objectives. In addition to a written report, students will present their recommendations in a recorded presentation designed for an executive leadership audience.

Deliverables:

- Written Report (6–8 pages)
- Recorded Presentation (5–8 minutes)

Final Reflection & Portfolio Submission (10% of Final Grade)

Students will submit a reflective discussion summarizing key takeaways from the course and how their understanding of talent management has evolved. The reflection should address how course concepts can be applied to their current or future career. Students will also submit a portfolio of their major assignments (Modules 3, 5, and 7) by attaching files or providing a link.

Note: Specific instructions, scenarios, and grading rubrics for each project will be provided by the instructor in the corresponding module.

Course Schedule

Module	Key Topics & Assignments	Readings
1	Competing Through Talent in a Disrupted World Due: • Discussion: Introduction Discussion	Crews, D. (2024). <i>Mastering human resource management v2.0</i>. Flatworld. • Chapter 1: Human Resource Management: Challenges, Emerging Issues, and Roles
2	Designing Talent Strategy – Workforce Planning and Analytics Due: • Discussion: Workforce Planning & Talent Strategy	Crews, (2024): • Chapter 2: Strategy & Workforce Planning
3	Managing Risk, Ethics, and Workforce Stability Due: • Assignment: Talent Risk, Ethics, & Workforce Stability Analysis	Crews, (2024): • Chapter 3: Equal Employment Opportunity • Chapter 12: Employee Rights & Labor Relations

4	Designing Work Systems – Jobs, Teams, and the Future of Work Due: • Discussion: Job Analysis & Design	Crews (2024): • Chapter 4: Job Analysis & Design
5	Building the Talent Pipeline – Recruitment and Selection Strategy Due: • Assignment: Strategic Recruitment & Selection Plan	Crews (2024): • Chapter 5: Talent Recruitment • Chapter 6: Talent Selection
6	Developing Talent – Learning, Growth, and Capability Building Due: • Discussion: Talent Development & Learning Strategy	Crews (2024): • Chapter 7: Talent Development
7	Driving Performance, Engagement, and Retention Due: Assignment: Integrated Talent Development, Performance, & Retention Strategy Report & Presentation	Crews (2024): • Chapter 8: Performance Management & Appraisal • Chapter 11: Employee Engagement
8	Strategic Talent Integration & Reflection Due: • Discussion Reflection & Portfolio Submission	

Summer Schedule

Module	Key Topics & Assignments	Readings
1	Competing Through Talent in a Disrupted World Due: Discussion: Introduction Discussion	Crews, D. (2024). <i>Mastering human resource management v2.0</i> . Flatworld. Chapter 1: Human Resource Management: Challenges, Emerging Issues, and Roles
2	Designing Talent Strategy and Work Systems Due: Discussion: Workforce Planning and Job Design Discussion (Note to Faculty: This is a combo of M2 & M4 reading, notes, & discussion so adjust module accordingly)	Crews, (2024): - Chapter 2: Strategy & Workforce Planning - Chapter 4: Job Analysis & Design
3	Managing Risk, Ethics, and Workforce Stability Due: Assignment: Talent Risk, Ethics, & Workforce Stability Analysis	Crews, (2024): - Chapter 3: Equal Employment Opportunity - Chapter 12: Employee Rights & Labor Relations
4	Building the Talent Pipeline Due: Assignment: Strategic Recruitment & Selection Plan	Crews (2024): - Chapter 5: Talent Recruitment - Chapter 6: Talent Selection
5	Developing Talent and Driving Performance Due: Assignment: Integrated Talent Strategy Report & Presentation (Note to Faculty: This is a combo of modules 6 & 7 minus the M6 discussion)	Crews (2024): - Chapter 7: Talent Development - Chapter 8: Performance Management & Appraisal - Chapter 11: Employee Engagement
6	Strategic Talent Integration and Reflection Due: Discussion: Final Reflection & Portfolio Submission	

ADA Statement

SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mrs. Mary Schwartz Grisham, LPC, SRSU's Accessibility Services Director or Ronnie Harris, LPC, Counselor, at 432-837-8203 or email mschwartz@sulross.edu or ronnie.harris@sulross.edu. RGC students can also contact Alejandra Valdez, at 830-758-5006 or email alejandra.valdez@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine. Texas, 79832.

Student Responsibilities Statement

All full-time and part-time students are responsible for familiarizing themselves with the [Student Handbook](#) and the [Undergraduate & Graduate Catalog](#) and for abiding by the [University rules and regulations](#). Additionally, students are responsible for checking their Sul Ross email as an official form of communication from the university. Every student is expected to obey all federal, state and local laws and is expected to familiarize themselves with the requirements of such laws.

SRSU Distance Education Statement

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website.

Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires a secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook.

Counseling

Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/365 support by visiting [Timelycare/SRSU](#). The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

Libraries

The Bryan Wildenthal Memorial Library and Archives of the Big Bend in Alpine offer FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu.

Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL), ScanIt, and Direct Mail to get materials delivered to you at home or via email.

Academic Integrity

Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. Students should submit work that is their own and avoid the temptation to engage in behaviors that violate academic integrity, such as turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources ***unless permission is expressly given*** for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

Classroom Climate of Respect

Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still, we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

Supportive Statement

I aim to create a learning environment for my students that supports various perspectives and experiences. I understand that the recent pandemic, economic disparity, and health concerns, or even unexpected life events may impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create a supportive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you.