

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

**ЗАТВЕРДЖЕНО**

На засіданні кафедри  
менеджменту, бізнесу і адміністрування  
Протокол № 14 від 10.04.2025 р.

**ПОГОДЖЕНО**

Проректор з навчально-методичної роботи



Каріна ПЕМАШКАЛО

**УПРАВЛІННЯ ТАЛАНТАМИ ПЕРСОНАЛУ**

**робоча програма навчальної дисципліни (РПНД)**

Галузь знань	всі
Спеціальність	всі
Освітній рівень	третій (освітньо-науковий)
Освітня програма	всі

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Розробник:  
к.е.н., доцент

Сергій ВАСИЛИК

Завідувач кафедри  
менеджменту,  
бізнесу і адміністрування

Тетяна ЛЕПЕЙКО

Харків  
2025

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**APPROVED**

at the meeting of the department  
management, business and administration  
Protocol № 14 of 10.04.2025

**AGREED**

Vice-rector for educational and methodical work



Karina NEMASHKALO

**PERSONNEL TALENT MANAGEMENT**

**Program of the course**

Field of knowledge	all
Speciality	all
Study cycle	third (educational and scientific)
Study programme	all

Course status  
Language

elective  
English

Developers:  
PhD (Economics),  
Associate Professor

Sergii VASYLYK

Head of Management,  
Business and Administration  
Department

Tetyana LEPEYKO

Kharkiv  
2025

## INTRODUCTION

In the modern knowledge economy, human capital has become a key determinant of sustainable development and organizational competitiveness. Talented employees – those capable of innovation, adaptability, and leadership – are increasingly recognized as a strategic resource. Their mobility and selective approach to employment present new challenges for companies in attracting, retaining, and developing personnel.

Talent management is emerging as one of the essential tools for implementing organizational strategies, enhancing flexibility, fostering innovation, and enabling transformation. For this reason, studying contemporary approaches, models, and practices of talent management is especially important for future managers, researchers, and strategists.

The course “Personnel talent management” provides a systematic understanding of the nature of talent, along with mechanisms for its identification, development, and effective utilization. The knowledge gained in this course will enhance managerial skills and help train professionals capable of building strong, adaptive, and results-oriented teams.

The purpose of the course “Personnel talent management” is to equip students with both theoretical foundations and practical tools necessary for managing talent. This enables organizations to attract, develop, assess, and retain key specialists.

The objectives of the course include:

mastering theoretical and methodological concepts and models of talent management;

learning methods for identifying and assessing talent;

analyzing strategies for attracting, developing, and retaining talent;

acquiring practical skills in talent diagnostics and strategic planning in the context of talent management.

The object of the course is the process of managing talented employees within modern organizations.

The subject of the course includes the concepts, models, tools, and practices used to identify, attract, develop, retain, and strategically manage talented personnel.

Competences and learning outcomes formed by the course are shown in the table 1.

Table 1

### Competences and learning outcomes formed by the course

Learning outcomes	Competencies
Develop and implement scientific and applied projects that provide an opportunity to rethink the existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems	The ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities.

<p>in management in compliance with the norms of academic ethics and based on social, ethical, economic, environmental and legal aspects.</p>	<p>The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems.</p>
	<p>The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management.</p>
	<p>The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.</p>
<p>Deeply understand the general principles and methods of management sciences, as well as the methodology of scientific research, apply them in one's own research in the field of management and in teaching practice; to know the content and functions of science as a social institution, the general laws of the development of science, the structure and levels of scientific knowledge; consciously formulate the problems and tasks of specific scientific research in the professional field; to have methodological techniques for proposing scientific hypotheses, their verification and building a scientific theory.</p>	<p>The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena, justification, setting and modeling of problems.</p>
	<p>The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.</p>
	<p>The ability to orally and in writing present and discuss the results of scientific research and/or innovative developments in Ukrainian and English, to study scientific literature on management and administration, effectively use new information from various sources.</p>
	<p>The ability to initiate, develop, implement and manage scientific projects in management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights; to introduce innovative results of scientific research in the field of management into the practical activities of modern enterprises, institutions, and organizations.</p>

<p>Plan and carry out scientific and applied research in management and related interdisciplinary areas using modern tools, critically analyze the results of own research and the results of other researchers in the context of the entire complex of modern knowledge regarding the problem under study; make proposals for financing research and/or projects; to know the main characteristics of project forms of scientific research, technology of work on research, principles of organization of scientific work and implementation of the results of scientific research taking into account the norms of academic ethics.</p>	<p>The ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice; continuous self-development and self-improvement in professional and/or scientific-pedagogical activities.</p>
	<p>The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management.</p>
	<p>The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.</p>
	<p>The ability to orally and in writing present and discuss the results of scientific research and/or innovative developments in Ukrainian and English, to study scientific literature on management and administration, effectively use new information from various sources.</p>
<p>Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and trends in the field of modern management, world experience of implementing existing management theories into the practice of modern enterprises.</p>	<p>The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management.</p>
	<p>The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas; to have information about the directions and features of the development of modern theories of management and promising achievements in the field of management; to plan, organize and conduct research and innovation activities.</p>
	<p>The ability to use the latest information technologies and tools, progressive software products, the possibilities of the global Internet network in the process of producing new knowledge, obtaining scientific and practical results in the field of management and in teaching practice.</p>

## **COURSE CONTENT**

### **Topic 1. Theoretical Foundations of Talent Management**

Definition and evolution of talent management. Core theoretical approaches (resource-based, behavioral, competency-based). Talent management models (DELPHI, McKinsey 7S). Talent management vs. personnel management: similarities and differences.

### **Topic 2. Talent Identification, Assessment, and Analytics**

Methods for talent assessment (competency-based approach, 9-box grid, psychological testing). Use of HR analytics for decision-making. Forecasting talent needs.

### **Topic 3. Talent Acquisition and Employer Branding**

Strategies for talent sourcing and attraction. Employer Value Proposition (EVP). Use of social media and digital marketing tools in recruitment.

### **Topic 4. Talent Development and Career Management**

Talent development models (mentoring, coaching). Career planning: individual approach and corporate programs. Talent retention strategies.

### **Topic 5. Performance Evaluation and Employee Engagement**

Performance evaluation systems (OKR, KPI, Balanced Scorecard). Employee engagement management. The relationship between performance and motivation.

### **Topic 6. Strategic Aspects of Talent Management**

Integrating talent management into business strategy. Building a talent-driven organizational culture. The link between talent, productivity, and business outcomes.

### **Topic 7. Trends and Challenges in Talent Management**

Global trends: digitalization, remote work, artificial intelligence. Attracting young talent, talent wars. The future of talent management.

The list of practical studies is given in the table 2.

Table 2

### The list of practical studies

Topic and / or task	Content
Topic 1. Task 1	Practical work on the topic: “Case Study Analysis of Companies with Effective Talent Management Models”
Topic 2. Task 2	Practical work on the topic: “Strengths Assessment Test”
Topic 3. Task 3	Practical work on the topic: “Analysis of employer value propositions (EVP) of companies”
Topic 4–5. Task 4	Practical work on the topic: “Building an Employee Career Plan”
Topic 6. Task 5	Practical work on the topic: “SWOT analysis of the company's current HR strategy”
Topic 7. Task 6	Discussion: “What will the talent market look like in 10 years?”

The list of self-studies in the course is given in table 3.

Table 3

### List of self-studies

Topic and / or task	Content
Topic 1 – 7.	Search, selection and review of literary sources on a given topic
Topic 1 – 7.	Preparation for practical classes
Topic 3 – 7.	Preparation for written tests
Topic 1 – 7.	Preparation of presentation

The number of hours of lectures, practical (seminar) and hours of self-study is given in the technological card of the course.

## TEACHING METHODS

In the process of teaching the course “Personnel talent management” it is envisaged to use such teaching methods as: problem lectures (topics 1, 7), mini-lectures (topics 2, 3, 6), case studies (topics 1 – 6), competency-oriented works (topics 1 – 7), discussions and presentations (topics 1, 3, 5).

## FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

**Current control** is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored: for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

**The final control** includes current control and assessment of the student.

**Semester control** is carried out in the form of grading.

***The final grade in the course is determined:*** for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

tasks by topic (5 tasks of 10 points each), current control work (10 points), presentation (maximum score – 10 points), final written control work (maximum score – 30 points).

More detailed information on the assessment system is provided in technological card of the course.

## RECOMMENDED LITERATURE

### Main

1. Schermerhorn Jr J. R., Hunt, Osborn R. N. Organizational Behavior. Wiley, 2002. 358 p.
2. The War for Talent. Harvard Business School Press, 2001. 200 p.

### Additional

3. Avedon M. J., Scholes G. Building Competitive Advantage Through Integrated Talent Management. Strategy-driven Talent Management:.. San Francisco, 2010. P. 73–119.
4. Junejo J. Talent Management Trends: Future-Proofing Perspectives. The Talent Games. URL: <https://thetalentgames.com/talent-management-trends/>.
5. Mann K. Talent Wars: Tackling The Top Talent Acquisition Challenges. Forbes. URL: <https://www.forbes.com/councils/forbescoachescouncil/2024/06/26/talent-wars-tackling-the-top-talent-acquisition-challenges/>.
6. Ostraszewska Z., Tylec A., Vasylyk S. The Role of Human Resources in The Creation of Innovation Position of Poland - Comparative Analysis to Eu Countries Based on SII Index. System Safety: Human - Technical Facility - Environment. 2019. Vol. 1, no. 1. P. 902–911. URL: <https://doi.org/10.2478/czoto-2019-0115>.
7. Pocztowski A., Zarządzanie talentami w organizacjach, Wolters Kluwer Polska, Kraków 2008.
8. Talent Management. AIHR. URL: <https://www.aihr.com/blog/what-is->



[talent-management.](#)

9. What is talent management?. McKinsey & Company. URL: <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-talent-management>.

10. Building the Future with Human Resource Management. Springer Cham. 2024. 252 p. <https://link.springer.com/book/10.1007/978-3-031-52811-8>.

### **Information resources**

11. Global Talent Competitiveness Index. INSEAD. URL: <https://www.insead.edu/global-talent-competitiveness-index>.

12. Інтернет портал для управлінців URL: <http://www.management.com.ua>.