

The Manchester MBA

Elective: **Engaging Human Talent**

MANCHESTER
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The University of Manchester
Alliance Manchester Business School

Human talent is one of the most powerful sources of organisational value, competitive advantage and long term growth.

Yet understanding how to attract, develop, engage and retain people is rarely straightforward, especially in a global environment shaped by shifting labour markets, new technologies, evolving expectations of work and increasing scrutiny of organisational ethics.

This elective explores how future leaders can integrate people management and human resource development into strategic planning to support performance, innovation and sustainable growth.

You will examine how organisations build human capital, whether through internal development, external hiring or flexible workforce models, and analyse the opportunities and risks associated with each approach, including ESG considerations.

Through contemporary frameworks, real world cases and current debates, you will evaluate practices such as high performance work systems, talent management, reward and performance management, equality and diversity strategies, and employee engagement.

The elective also explores how frontline leadership behaviours shape motivation, discretionary effort and organisational culture.

By the end of the course, you will be able to design people centred strategies that balance efficiency, equity and ethical governance while enhancing organisational capability.

How you'll benefit



Build strategic insight: Understand how human capital contributes to competitive advantage and organisational performance.



Strengthen people management capability: Analyse and design talent, reward and performance systems that support long term growth.



Evaluate contemporary workforce models: Assess internal development, labour market sourcing and contracting/outourcing approaches.



Enhance leadership effectiveness: Explore how frontline management behaviours influence engagement, motivation and discretionary effort.



Develop ethical judgement: Examine the governance, fairness and ESG implications of people management decisions.

Delivery method

This two month course is delivered through a choice of a three-day in-person or virtual workshop, supported by online learning.



Anthony Rafferty

Professor Anthony Rafferty is Engaging Human Talent Unit Director and an Executive Team member of The Productivity Institute (TPI), a UK-wide research initiative, and Director of the University of Manchester's Work and Equalities Institute (WEI).

He has advised global organisations including the UN International Labour Organisation (ILO) and the UK Government, shaping key employment policies.

Have any further questions about The Manchester MBA?



Please get in touch - mba@manchester.ac.uk

This document provides an example of the course content and faculty members who will be teaching this MBA course; however, details are subject to change.