

TEACHING GUIDE

| Course Information | |
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| Full name | People and Talent Management |
| Code | 0000012175 |
| Degree | Master in International Management |
| Taught in | Advantere School of Management |
| Level | Postgraduate Official Master's Degree |
| Term | Semester |
| Credits | 3,0 ECTS |
| Type | Mandatory |
| Person in charge | Alejandro Navarro Yáñez |
| Office hours | Request an appointment |

| Professor Information | |
|-----------------------|-----------------------------------|
| Professor | |
| Name | Alejandro Navarro Yáñez |
| Department / Area | Advantere School of Management |
| Office | Continuous availability via email |
| Email | a.navarro@advantere.com |

SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

If management tasks already face significant problems in the field of people management, strategy implementation, organizational structure and new ways of developing work, the international dimension of many organizations implies a level of complexity that represents a qualitative step in this direction. Therefore, the People and Talent Management course goes far beyond the development of basic skills to enhance the "human capital" of corporations, addressing complex issues such as methods and procedures for talent acquisition and retention, training, personnel evaluation and career development in multinational organizations, which should not only be known by specialized personnel, but also by any manager operating in an international environment. Therefore, the course focuses on training managers capable of understanding the global dimension and aspects of the organization and incorporating them into their management and talent matching in order to achieve corporate objectives.

The objective of the course is to provide students with experience in policies and processes of international dimension related to talent and human capital management in a global environment.

- Achieve an integral vision of the Talent Management area and its alignment with the company's strategy within a global dimension.
- Manage Human Capital planning and optimization in an international environment.
- Adopt the methods and procedures for talent acquisition and retention, training, personnel evaluation and career development that are most appropriate and effective in the multinational company environment.

| Competences- Objectives | | |
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| Competences | | |
| GENERAL | | |
| CG01 | Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues | |
| | RA1 | Be able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis |
| CG02 | Information and data management as key elements for decision making and business problem identification, formulation and resolution | |
| | RA2 | Search for, know, synthesize and appropriately use primary and secondary data from various sources |
| | RA3 | Discern the value and usefulness of different sources and types of information, contrasting them, critically analyzing them and incorporating own assessments |
| CG03 | Problem solving and decision making at the strategic, tactical and operational levels of a multinational business organization, taking into account the interrelationship between the different functional and business areas, as well as between the different geographical markets | |
| | RA1 | Know and understand the different internationalization strategies that a global company can implement, identifying the ethical and governance dilemmas that arise from them |
| | RA2 | Be able to deal with analytical case studies, making use of information and data, in many cases incomplete |
| | RA3 | Adequately and proactively identify and define the problem and its possible causes |
| | RA4 | Propose possible relevant solutions and design a plan of action for their implementation |
| CG05 | Ethical commitment in the application of universal moral values and an organization's commitment to ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity | |
| | RA5 | Value the potential of conflict as an engine of change and innovation |
| | RA7 | Seek out the value of other team members and enhance their skills and strengths, making them feel they are an important part of the team |
| CG06 | Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity | |

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| | RA1 | Assume the deontology and values associated with the performance of the profession |
| | RA2 | Pursue excellence in professional performance |
| | RA3 | Assume a responsible attitude towards people, and with the means and resources that are used or managed in an organization |
| | RA4 | Worry about the consequences that one's own activity and behavior may have on others |
| | RA5 | Incorporate in discourse and in proposed actions, the consequences that these may have for the different stakeholders of a global organization |
| CG07 | | Time management skills with the objective of improving personal and team effectiveness within the framework of business organizations, their environment and management |
| | RA1 | Be able to organize and meet deadlines assigned to tasks |
| CG08 | | Critical reasoning and argumentation according to the understanding of knowledge and knowledge about multinational business organizations, their external context and their management and leadership process. |
| | RA1 | Identify assumptions and limitations of methods and theories |
| | RA2 | Identify, establish and contrast hypotheses, variables and results logically and critically |
| | RA3 | Be capable of constructing one's own discourse, in a context of debate and exchange of opinions |
| CG09 | | Ability to learn autonomously to continue training, in the development of cognitive skills and in the acquisition of relevant knowledge applied to the professional and business activity of an international manager |
| | RA1 | Be capable of gathering, preparing and expanding information prior to participating in activities that involve the construction of an argued discourse or the proposal of innovative solutions to a problem |
| | RA2 | Carry out one's own work and activity needing only initial indications and basic follow-up, putting into practice the skills necessary for independent research |
| | RA3 | Seek and find adequate resources to support one's actions and carry out one's work |

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| CG10 | Recognition as global citizens the value of diversity and intercultural dialogue as a source of human enrichment | |
| | RA1 | Respect, value and celebrate diversity and have a cosmopolitan mindset |
| | RA2 | Be interested in learning about and critically reflecting on global issues and how they interact in one's own life and the lives of others |
| | RA3 | Feel part of a global society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist |
| | RA4 | Actively participate in activities that expose oneself to opinions and realities different from one's own |
| SPECIFIC | | |
| C04 | Knowledge and understanding of the basic determinants of human behavior in organizations and of managerial success, based on an understanding of cultural differences and the challenges of international management, and practicing their application to enable the student to successfully manage the complexities of international | |
| | RA2 | Distinguish diversity and understand its effects on the workforce |
| | RA5 | Link the influence of national culture and its values on organizational behavior |
| | RA6 | Understand that the qualities which can lead to managerial success in one culture can lead to failure when professional practice takes place in a cross-cultural environment |
| | RA9 | Explain the factors that influence individual decision making in organizations and the processes by which decisions are reached, with special emphasis on cultural differences |
| | RA12 | Know and understand the keys to the different national management models, as well as their implications for the management of organizations operating in different national and/or regional contexts |
| CE05 | Conception and practice of the people management function from a strategic and current perspective, oriented to the generation of value in global organizations by means of the most convenient approach in the management of their human capital wherever they are located. | |
| | RA1 | Understand the correct management of human resources at an international level as a source of competitive advantage, explaining the link between human capital and the market value of a company |
| | RA2 | Be capable of designing an HR Department, explaining its structure and basic functions for a global company, the hierarchical and functional dependence within the organizational structure, the director's profile and the necessary human and material equipment |

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| | RA3 | Formulate basic human resources management policies, taking into account the values and culture of the organization, and the intercultural differences present in the organization |
| | RA4 | Understand how the job analysis process is developed and its usefulness for Integrated Human Resources Management, as well as its relevance for an internationalized company |
| CE10 | Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them to real situations as appropriate | |
| | RA1 | Show interest in contact with professionals, actively participating in those activities that allow one to get closer to professional practice of international management |
| | RA2 | Gain knowledge of how to and regularly consult organizations, professional forums and publications that allow him/her to keep up to date in professional practice |
| | RA3 | Identify through contact with professionals, participation in case studies and events, and attendance at conferences, among other activities, the challenges and management tools for the different functional areas of a global company, being able to propose resolutions to solve real problems. |

THEMES AND CONTENT

| Contents – Themes |
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| 1. Planning and optimization of Human Capital in multinational companies. Advantages and disadvantages of different organizational and resource allocation models. |
| 2. The challenges of acquiring, integrating and retaining talent in regional and global environments |
| 3. Evaluation by objectives and performance assessment in regional or global organizations |
| 4. Training in a global environment |
| 5. Professional development, career planning and motivation in multinational organizations |

TEACHING METHODOLOGY

General methodological course aspects

Presential Methodology: Activities

Cooperative work of students who, in pairs or small groups, are given a task, case or assumption that requires sharing information and resources among members in order to achieve the common goal. Based on the case method, studied by each student and discussed by each group before the individual interventions of each general session. The case method stimulates inductive learning. From the analysis of concrete examples, the different tools of analysis are built and general rules of application to all types of companies and sectors are induced. Therefore, prior study of the cases and active participation in the discussions of the general sessions is essential.

Individual and group presentations on topics related to academic content. The presentations must be evaluated and critiqued by the rest of the classmates or by the professor in order to go deeper into the subject.

Lessons of an expository nature. Audiovisual projections.

Non-presential Methodology: Activities

Individual study.

Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects of study.

Cooperative work of students who, in pairs or small groups, undertake a project that requires the sharing of information and resources among members in order to achieve a common goal.

SUMMARY OF STUDENT WORK HOURS

| PRESENTIAL HOURS | |
|---|-------|
| Lessons of an expository nature in which the main topics are presented in a clearly structured and motivating way | 8.00 |
| Case studies, in which students give an answer to a real or simulated professional problem. The best solution is discussed and the presentation and defense of the findings is assessed. New technologies can be part of the methodological process | 3.00 |
| Cooperative work of students who, in pairs or small groups, undertake a project that requires sharing information and resources among the members with a view to achieve the common goal. | 2.00 |
| Exercises and problem-solving set by the professor based on a short reading, material prepared for the occasion, or any other type of data or information that will challenge the student intellectually | 2.00 |
| Individual presentations, in which each student is in charge of delving into and presenting a topic or aspect of a topic to the rest of the classmates, under the supervision of the professor. The presentations can be complemented by the rest of the classmates or by the professor in order to go deeper into the topic | 2.00 |
| Debates, in which different persons or groups of people present differing viewpoints, and often opposing on an issue, and argue with the aim of convincing the other(s) others and to win in the argument. Debating requires prior preparation on the part of the participants and search for information that support one's own arguments as well as weakening those used by the opponents | 2.00 |
| The simulations, role-playing and other group dynamics, are learning activities in which the student acts as someone who puts himself/herself in the place of another person. They analyze the situations, take decisions and identify and evaluate the consequences that result from them | 1.00 |
| NON-PRESENTIAL HOURS | |
| Practical projects and application work | 10.00 |
| Theoretical work, generally individual, involving the reading of articles, journals, research reports, chapter from books, information on the Internet, etc. and the writing of a personal reflection (of varying depth and length) that goes beyond the mere compilation of information from various sources. | 6.50 |
| Preparation of individual presentations, in which each student is responsible for delving into and presenting a topic or aspect of a topic to the rest of the classmates, generally a small number, in such a way that dialogue and reflection on the issue presented is generated. It can be supervised by a professor or a student with more experience in the coursematter | 3.50 |
| Individual study carried out by the student to understand, rework and retain a scientific content with a view to a possible application in the field of one's profession | 5.00 |
| Individual reading of texts of different types (books, magazines, individual articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects of study | 5.00 |
| ECTS CREDITS: 3.0 (50.00 hours) | |

EVALUATION AND GRADING CRITERIA

| Graded Activities | Evaluation Criteria | % of total grade |
|--|---|------------------|
| Assessment of individual or group work carried out by students, some of them presented in class. | <ul style="list-style-type: none"> • Work adequacy to the objectives set • On-time delivery • Reached goals. • The participation of ALL members of each team in the presentations and elaborations is required. | 30 |
| Final exam particularly practical (case resolution proposal). | In order to pass the course, the final exam or test of the course must be passed. | 40 |
| Participation and utilization of the classes. Individual work and presentation. | The students' participation in class, the quality and timeliness of their interventions, the quality of the preparation and presentation of the work, predisposition and commitment, initiative, attendance. | 30 |

Grades

The evaluation criteria of the course are governed by the following regulations:

1. All students must comply with 100% attendance on the days set for this subject. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

BIBLIOGRAPHIES AND RESOURCES**Basic Bibliographies****Text books**

- Dowling, P., Festing, M., Engle, Allen D. (2013): International Human Resource Management. Cengage Learning Emea.
- Wintersberger, D. (ed) (2017): International Human Resources Management. A case study approach. Kogan Page Ltd.
- Gomez-Mejía, L., Barkin, D. & Cardy. R., (2013): Managing Human Resources. Pearson: Prentice Hall. New Jersey.
- Robbins, S.P. & Judge, T. A., (2013): Organizational Behavior. Pearson: Education Ltd. Essex.

Articles

They will be provided in class for classroom and homework. Articles and reports on trends in international HR management, produced by some of the most relevant institutions, will also be available on the website.

Web Pages

Resources on the course and links of interest on international HR management

Notes

Abstracts and/or presentations available on the Portal

Other materials

Documents and videotapes reviewed and discussed in the classroom and other materials of interest available on the Portal

In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that you have accepted in your registration by entering this website and pressing "download".

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792>