

TEACHING GUIDE

Course Information	
Full name	Competencies and Job Description
Code	0000012193
Degree	Master's Degree in Talent Management / Master in Talent Management from Comillas Pontifical University
Taught in	Master's Degree in Talent Management / Master in Talent Management
Level	Postgraduate Official Master's Degree
Term	Quarterly
Credits	3,0 ECTS
Type	Mandatory
Person in charge	Sonia Jadraque Cabanillas
Office hours	Continuous availability via email

Professor Information	
Professor	
Name	Sonia Jadraque Cabanillas
Department/Area	Advantere
Office	Continuous availability via email
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

HR Management or People Management as known in the business world has only been operational for a few years as a university discipline and a recognized professional practice. However, it has had a great impact on the results of companies, both in the economic part of results as well as in the intangible part with the degree of commitment and work environment which can generate.

This course presents the Competency-based Management Model which is one of the management models most used by companies and HR professionals.

Based on this model, we will present three scenarios in which HR is managed and developed: the organization, the positions, the people which help to build an architecture of positions on which performance evaluation, compensation, etc. will be based.

We will present the term Talent, defining it conceptually and discussing its identification and development. We touch upon the identification and management of talent both our own and that of others.

Integrated management is that which perfectly correlates Model and Method, Model and Processes, and Model and Techniques. In HR that Model is the Competency Model.

Faced with a challenge, organizations will have to update their business strategy in order to adapt and respond to this difficult, competitive and changing environment in the current context of the pandemic, energy crisis, wars... Only those companies that have integrated management of their employees will be able to compete in this scenario. The success of these companies will depend on their ability to identify and direct the potential of the people towards the achievement of business objectives; therefore, the competency model and the key positions will have to be reviewed.

RELATIONSHIP WITH SUSTAINABILITY

Essential skills for the company's Sustainability and Social Impact. Alignment with the rest of the competencies. Include the SIS in the assessment of any job.

- Talent and talent attraction. Valuation of the experience, vocation and initiative in SIS when valuing and attracting talent. Social leaders and pro sustainability in any company.

Competences - Objectives		
Competences		
GENERAL		
CG1	Define, design, develop, write, and present conclusions and results of talent management projects	
	RA1	Ability to commit to the development of experimental talent management projects based on real data, managing, and aligning the client's needs with the available resources, optimally distributing the work, communicating, and projecting its different phases, proposing real solutions and making efficient all interactions with the team, customers and other stakeholders.
CG3	Apply techniques and methodologies that promote teamwork and mutual collaboration in talent management projects to be carried out with companies and organizations.	
	RA3	Be committed and cooperate in defined roles to achieve goals related to the tasks, activities, projects, and responsibilities defined and assigned

SPECIFIC		
CE3	Identify and apply competency-based management methodologies, job description and assessment in accordance with the strategic needs of an organization.	
	RA1	Being able to distinguish, establish and define the skills necessary for the overall success of an organization, as well as each of its work positions.
	RA2	Possess a broad vision of the purpose, benefits and purpose of the analysis and description with emphasis on the key positions in the organization.
	RA3	Possess a broad vision of the purpose and benefits of an efficient job evaluation

THEMES AND CONTENT

Contents-Themes

Structure of the Organizations

MANAGEMENT BY COMPETENCES

Model definition

- My professional/personal value
- Competencies experience. Start of the model.
- Management by competencies
- Definitions, Applications Identification of behaviour

Competence Dictionary: Dictionary construction and dictionary models

Dictionaries of competencies by sector

Profiles: Competence profile

New profiles

What do competencies provide? End theory of competences

TALENT: How are we made and relate.

Self-awareness and self-reflection

Talent management: environmental implications

Change of model

Talent management Model 9

box

Talent management model

Talent in the different HR processes

Develop your talents: Identify your talents and preventers (fear).

TEACHING METHODOLOGY

General methodological course aspects

Presential Methodology: Activities

Students work cooperatively in pairs or small groups, receive a task, case or course that requires sharing information and resources among members with the purpose of achieving a common goal. Based on the case study method, learned by each student, and discussed by each group before the individual interventions of each general session.

The project-based learning method encourages inductive learning. From the analysis of specific examples, the different analysis tools are built and general rules applicable to all types of companies and sectors are induced. For this reason, it is essential to study the methodologies to be used and to actively participate in the discussions of the general sessions.

The presentations must be evaluated and criticized by the rest of the classmates or by the professor with the purpose of going deeper into the course. Depending on the topic, there will be lectures of an expository nature for the introduction of theoretical concepts necessary for subsequent individual or group work.

Non-presential Methodology: Activities

Individual study.

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

Cooperative work of students who, in pairs or small groups, receive a task that requires sharing information and resources among members with a view to achieving the common goal.

There will be specific tasks for the PBL project.

SUMMARY OF STUDENT WORK HOURS

PRESENTIAL HOURS

Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
4	10	12	0	1	3

NON PRESENTIAL HOURS

Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied wor	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
0	0	38	20	1,5	5

CREDITS ECTS: 3,0 (94,50 hours)

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
Proof of individual knowledge.	Work adequacy to the objectives set On time delivery. Goal adequacy and focus. Reached goals. Deadline achievement.	25
Collective applied assignments that may or may not be presented publicly	Presentations and defence of projects applied to companies, course projects, resolution of practical cases	60
Active in-class participation by the student.	Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.	15

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 course. 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 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

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Web resources:

<http://www.areas.com/>

<http://www.cnmv.es>

<http://www.equipsytalento.com/>

<http://www.forocursoshumanos.com/>

<http://www.humanresources.com/index.html>

<http://www.hr.com>

<http://www.hrmagazine.co.uk/>

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