

## TEACHING GUIDE

Course Information	
Full Name	Digital Ecosystem and Digitization of Talent Management
Code	0000012192
Degree	<a href="#">Master's Degree in Talent Management / Master in Talent Management from Comillas Pontifical University</a>
Taught in	Master's Degree in Talent Management / Master in Talent Management
Level	Postgraduate Official Master's Degree
Term	Quarterly
Credits	2,0 ECTS
Type	Mandatory
Person in charge	Enrique Díaz-Plaza Sanz
Office hours	Continuous availability via email

Professor Information	
<b>Professor</b>	
Name	Enrique Díaz-Plaza Sanz
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## SPECIFIC COURSE INFORMATION

### Course contextualization

#### Contribution to the professional profile of the degree

The **Digital Ecosystem and Digitization of Talent Management** course aims to introduce students to the importance of digitization in organizations.

In this regard, the focus will be on the main concepts around **digital transformation** in all its areas as well as the main **exponential technologies** that support it, with the aim that the student knows how to identify those levers supported by technology, fundamental for companies.

In addition, the student will be able to have a vision of the **structure of organizations** and how digitization has impacted them based on the use of new **management and development models** in companies. Focusing on how companies have evolved towards **data-driven** models and how these changes are particularized to different industrial sectors and, specifically to the field of Human Resources.

Finally, the course will delve into one of the technologies that impact all organizations, such as analytics. In this regard, the course will show the **analytics context** applied to organizations, focused both on analytics fundamentals and technologies as well as on best practices and the description of the life cycle of analytics projects.

All this without losing the practical nature, allowing the student to transpose the concepts and a large part of the revised technologies through the use of small projects.

Competences – Objectives		
Competences		
GENERAL		
<b>CG9</b>	Efficiently and safely employ, take advantage of and use the technological and digital resources that are applied in talent management in organizations.	
	<b>RA9</b>	Be able to critically, creatively and safely use information and communication technologies in talent management in organizations, using applications and taking advantage of internet resources

SPECIFIC		
<b>CE11</b>	Recognize the role of information and communication technologies in current organizations and how they influence people	
	<b>RA1</b>	Delimit the most beneficial digital environments for effective people management, complying with current legal regulations.
	<b>RA2</b>	Correlate progress in the use of technology with the assumption of ethical principles.
	<b>RA3</b>	Know how to adopt a decision-making process supported by data analytics tools.
	<b>RA4</b>	Bring together the incorporation of company technology with integration and adaptation measures for people and organisations.

## THEMES AND CONTENT

Contents – Themes
<b>Digital environment</b>
Digital ecosystem and co-creation
Introduction to structures based on digital ecosystem and co-creation. Innovation and execution models: articulation and stakeholders
<b>Digital transformation</b>
Introduction to Digital Transformation and Organizational Basic concepts and pillars and impact on organizations. Exponential technologies: Identification and overview.
<b>Exponential technologies</b>
Exponential technologies: Identification and overview. Introduction to the main exponential technologies. Introduction to architectures and system plans. Application and needs applied to the Human Resources area.
<b>Applications to industrial sectors</b>
Examples of application of digital transformation to industrial sectors. Impact and new approaches supported by digital and organizational transformation in the area of Human Resources.
<b>New management models in organizations</b>
<ul style="list-style-type: none"><li>• Introduction to new management and development models used in organizations:</li><li>• Lean Start-up</li><li>• Agile</li><li>• Scrums</li><li>• Kan-ban</li><li>• Design Thinking</li></ul>

### Application of analytics in organizations

#### Data-driven companies and analytical project management

Current situation and examples of implementation of data analytics in different industrial sectors.

Description of data-driven companies.

Phases required to define, develop and implement a data driven company.

#### Analytical context

Analytical foundations.

Technologies and trends based on the use of data.

Introduction to the Big Data and Data Science context.

Best practices to use in analytical projects

Description of the life cycle and best practices of analytical projects..

## TEACHING METHODOLOGY

### General methodological course aspects

#### Presential Methodology: Activities

Presentation of contents, where the professor will present and introduce the different concepts to be developed during the course.

Cooperative work of the students who, in pairs or small groups, will receive a task, case or assumption to work on, based on the exposed contents. The results of the cases will be developed by each group and exposed to the whole class, with the aim of receiving feedback from the group as a whole.

Realization of role plays, mockups, demos and MVPs that solve in a practical way the challenges posed in some of the exposed cases.

#### Non-presential Methodology: Activities

Individual study.

Compliance with MOOCs for the acquisition of basic concepts for the development of the contents of the course and practical use cases.

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

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

**SUMMARY OF STUDENT WORK HOURS**

**PRESENIAL HOURS**

Professor exposition	Exhibitions by the students. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Study and documentation	Tutorial sessions	Development projects for real organizations
6	7	6	0	1,25	0

**NON-PRESENIAL HOURS**

Professor exposition	Exhibitions by the students.	Problem solving exercises. Elaboration of applied work	Studies and documentation	Tutorial sessions	Development projects for real organizations
0	0	21	21	2,75	1

**CREDITS ECTS: 2,0 (66,00 hours)**



**EVALUATION AND GRADING CRITERIA**

Graded Activities	Evaluation Criteria	% of total grade
<p>Assessment of individual or group work carried out by students, some of them presented in class.</p>	<p>Work adequacy to the objectives set</p> <p>On time delivery</p> <p>Goal adequacy and focus.</p> <p>Reached goals.</p> <p>The participation of ALL members of each team in the presentations and elaborations is required.</p>	<p>35</p>
<p>Oral and written examinations, public defenses and multiple-choice tests, concept tests and case studies as exams</p>	<p>Throughout the program, exams or written tests will be given to test the solidity of the concepts acquired..</p> <p>In order to pass the course, the final exams and tests of each section of the course must be passed. If there are several exams in the same section or block of a course, the weighted average of them must be higher than 4.90 as a necessary condition to pass the course.</p>	<p>50</p>
<p>Participation and class attendance</p>	<p>When we talk about participation, it is clear that both the positive and negative ones are counted and that the quality of participation is as important as the quantity. The students' participation in class, the quality and timeliness of their interventions, the quality in the preparation and presentation of their work, predisposition and commitment, initiative, attendance.</p>	<p>15</p>



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

- ✓ All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
- ✓ 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.
- ✓ Individual and group work must be delivered on time and in the manner planned by the course professor.
- ✓ 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

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### Additional Bibliographies

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](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792)