

TEACHING GUIDE

Course Information	
Full name	Human Capital and Organizational Design
Code	0000012187
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
Credit	7,0 ECTS
Type	Mandatory
Person in charge	Victor Nalda Castellet
Office hours	Continuous availability via email

Professor Information	
Professor	
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

The current economic and business situation is faced with an ever-changing environment with very aggressive competition and with customers who command increasingly demanding levels of service.

Faced with this challenge, organizations will have to update their business strategy to adapt and respond to this difficult and competitive environment. However, if we want the strategy to set the direction of the organization, it will concisely have to reach, all the people who make it up. Only those companies that have an integrated management of their employees will be able to compete in this scenario and their success will depend on their ability to identify and direct the talent of people towards the achievement of business objectives.

Some of the levers that allow the company to develop this strategic people management model are:

- Linking HR management to the needs of the business in the development of a common strategy, the development of a model of organizational values, the coordinated implementation of HR processes and their adaptation to both the environment and the needs of the people who make up the company.
- Clearly define both the processes and the roles of all the key players in people management (executives, middle managers, collaborators, external companies,..)
- Highlight the importance of organizational design and planning in the implementation of the people management strategy as well as its impact on business results.
- Review the transversal plans and policies that affect the entire talent management cycle:
 - Digital Transformation
 - Outsourcing of functions
 - Corporate Social Responsibility Plan
- Establishment of indicators that allow the results of HR management to be measured.
 - Definition of Kpi's
 - Development of a Balanced Scorecard

In summary, this course aims to provide the student with a global and strategic vision of the function as an introduction to the contents of this Master.

Competences - Objectives		
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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.
CG7	Apply problem-solving and decision-making methodologies in the area of talent management.	
	RA7	Autonomously and agilely address the need to adapt to different environments, overcoming the difficulties that may be encountered, and finding mechanisms to achieve optimal and rapid acclimatization.

SPECIFIC		
CE2	Know and apply from the strategic perspective of an organization, the functions and responsibilities that are included in the management of human resources	
	RA1	Define the main functions, processes, and mutual dependencies of HR Management.
	RA2	Understand international human capital management policies and their impact on organizations.

THEMES AND CONTENT

Contents-Themes
People Management in a changing environment
Session 1
<p>Broad definition of the concept of people management</p> <p>Environment Analysis</p> <p>Keys to understand the role of people management today</p>
The strategic role of people management and the Comprehensive Management Model
Session 2
<p>Review of the role of people management both at the strategic/operational level and at the level of people/processes</p> <p>HR people manager profile: main skills</p> <p>The Comprehensive People Management Model:</p> <ul style="list-style-type: none"> • Organization • People • Technology
Session 3
<p>Management by Competencies:</p> <ul style="list-style-type: none"> • Process integrator • Link with the business • Shared language <p>Critical success factors in implementation</p>
Session 4
<p>Implementation of the Model: Case Study by study groups</p>
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Session 5
<p>Definition of the concept of Organization</p> <p>Link with: Strategy, business, technology, outsourcing and leadership styles</p> <p>How to design an organization and keep it updated over time</p>
Session 6
<p>Strategic people planning</p> <ul style="list-style-type: none"> • Quantitative analysis • Qualitative analysis • Keys to Success <p>Planning impact on HR processes</p>

Session 7
<p>Case study on organizational design and strategic planning</p>
The main HR processes: The Talent cycle
Session 8
<p>General outline of the talent management cycle:</p> <p>Cycle support functions:</p> <ul style="list-style-type: none"> • Administration • Work relations • Health and Safety <p>Selection: the main start input</p> <ul style="list-style-type: none"> • Main characteristics • Process phases • Roles to play • Implications with other areas <p>Case Study</p>
Session 9
<p>Training and Development: training and internal promotion</p> <ul style="list-style-type: none"> • Main characteristics • Process phases • Roles to play • Implications with other areas <p>Case Study</p>
Session 10
<p>Performance and Compensation: The art of "making" things happen</p> <ul style="list-style-type: none"> • Main characteristics • Process phases • Roles to play • Implications with other areas <p>Case Study</p>
Outsourcing in process optimization
Session 11
<p>General scheme on transversal processes: Outsourcing, Digital Transformation and CSR.</p> <p>Analysis of Advantages and Disadvantages: group work</p> <p>General overview of the concept and its implementation</p>
Sesión 12
Better Outsourcing Practice

Digital Transformation
Session 13
<p>Concept Definition</p> <p>Involvement in people management</p> <p>The debate: people vs machines</p>
Session 14
Best TD Practice
Corporate Social Responsibility (CSR)
Session 15
<p>Concept Definition</p> <p>Involvement in people management and its bidirectional nature</p> <p>The debate: CSR vs. values</p>
Session 16
Best CSR Practice
Control Panel and HR management indicators
Session 17
<p>Sharing of field work by working groups</p> <p>Control panel</p> <p>Management indicators (KPI's)</p>
Session 18
Case study control panel
Session 19
<p>Construction of the Control Panel and sharing of the Case</p> <p>Study</p> <p>Process and implementation keys</p>
Review of the General Scheme of People Management and Conclusions
Session 20
<p>Follow up on the general scheme developed throughout the master</p> <p>Establish general conclusions about the future of Talent Management</p>

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.

Exhibitions about their skills and abilities to get a job

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.

Expository lessons.

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 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

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	15	10	0	1	1

NON-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
0	0	32	27	1	3

ECTS CREDITS: 3,0 (94,00 hours)

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
<p>Evaluation of the individual or collective projects carried out by the 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 the members of each team in the presentations and elaborations is necessary.</p>	<p>30</p>
<p>Carrying out oral and written exams, public defences and multiple-choice tests, concept tests and resolution of practical cases as an exam</p>	<p>Throughout the program, exams or written tests will be carried out in which the solidity of the concepts acquired will be put to the test..</p> <p>To pass the course, the final exams and written tests of each section of the course must be passed. In the case of several exams in the same section or block of a course, the weighted average of them must be greater than 4.90 as necessary condition to pass the course.</p>	<p>50</p>
<p>Active in-class participation by the student.</p>	<p>When we talk about participation, it is clear that the positive and negative aspects are counted, and that the quality of participation is as important as the quantity. The students' participation in class, the quality and opportunity of their interventions, the quality in the preparation and presentation of the works, predisposition and commitment, initiative, attendance.</p>	<p>20</p>

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

"Human Resources Champions" (Dave Ulrich) Ed. Granica

"Armstrong's Handbook of Human Resource Management Practice". Michael Armstrong y Stephen Taylor.

"Human Resources Strategies: Balancing Stability and Agility in Times of Digitization". Armin Trost. Ed: Springer

"Reinventing the Organization". D. Ulrich. A. Yeung.

"Humanocracy: Creating organizations as amazing as the people inside them". Gary Hammer y David

Zanini. Ed. Harvard Business Review

"The Balanced Scorecard: Translating Strategy into Action". Robert S. Kaplan y David P. Norton

"HR Analytics: Teoría y práctica para una analítica de RRHH con impacto". David Aguado García. Ed: ESIC

"Human Resources Outsourcing: Solutions, Suppliers, Key Processes and the Current Market" Ian Hunter, Jane Saunders.

"CSR for HR" Elaine Cohen. ED. Routledge

"Sustainability and Human Resource Management" Ina Ehnert, Wes Harry, Klaus J. Zink

Web Resources

- <https://www.rrhhdigital.com/>
- <https://www.pinterest.es/consultoraenrrh/>
- <https://www.raulpiriz.wordpress.com/grupo-rhm-de-comunicacion/>
- <https://www.fororecursoshumanos.com/>
- <https://www.expansionyempleo.com/>
- <https://www.factorhuma.org/>
- <https://capitalhumano.wolterskluwer.es>
- <https://www.arearh.com/>
- <http://www.humanresources.com/index.html>
- <http://www.hr.com>
- <http://www.hrmagazine.co.uk/>
- <http://www.hrvillage.com>

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