

## TEACHING GUIDE

Course Information	
Full name	Organizational Culture and Change Management
Code	0000012200
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	3,0 ECTS
Type	Mandatory
Person in charge	Pedro César Martínez Morán
Office hours	Continuous availability via email

Professor information	
Professor	
Name	Pedro César Martínez Morán
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**

It is essential to have a fine sense of sensitivity towards those less tangible aspects of the organization, which due to their importance require a greater comprehensive effort.

Elements such as customs, prevailing values, attitudes of the people, beliefs, ways of doing things and habits among others together with the way in which people apply norms or regulations constitute what the culture of that organization is.

The recurring attachment to reasons why some companies work and others do not lead to the analysis of these intangible aspects. The corporate culture brings together the factors that amalgamate common interests or that allow outsiders not to be an obstacle. The union in pursuit of the common purpose feeds the path of success. Organizational culture has come under severe pressure in recent years. The need to integrate people and for the staff to have a shared vision and an orientation towards the common benefit is facilitated by coexistence, but it requires the push and guidelines of the management.

Each country has its own culture, which affects and impacts the companies located there. There is a tension between which values will prevail or will be incorporated into the organization itself: those of the company itself or those of the country or region in which it is based. National values are not easy to put aside, they have an important weight in the corporate culture.

People work for various reasons that directly affect their degree of commitment. For a few years now, mechanisms have been incorporated to make life easier for workers, such as reconciling work and personal life or telecommuting. It has also been necessary to make room for the digital transformation that affects society and organizations, the coexistence of several generations in the same company or the need to manage talent more effectively.

All these changes have required policies and plans to manage the mutation of ways of conducting business and operating. As well as agents, ambassadors or promoters of the same policies and plans so that the organization itself advances and does not stop or go back.

Humanity has been courseed to an unprecedented stress test as a result of the covid-19 pandemic and its consequences. Companies dream of their vision, but they specify their purpose and reason of being in their mission. Profits provide the reward for the risk taken. Although, it will no longer be enough to only think of obtaining capital gains. The organizational culture must allow the involvement of people and generate commitment in the face of difficulties. Therefore, the governance criteria of organizations must vary and adapt to the new demands of society. The future of work appears as a challenge to analyze in order to adapt the corporate culture to the winds of change that appear at each stage.

**Competences - Objectives**

**Competences**

**GENERAL**

<b>CG2</b>	Use critical thinking for decision making and problem solving in talent management processes.	
	<b>RA2</b>	Interpret, analyze, synthesize and evaluate ideas from a critical point of view.
<b>CG5</b>	Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility in the management of Human Resources.	
	<b>RA5</b>	Ability to make decisions and guide the actions of others around the common good, instill values, organize resources and address ethical dilemmas in talent management from different perspectives and Implement sustainable solutions.
<b>CG6</b>	Ability to analyze and make decisions regarding talent management, based on the combination of a global perspective and orientation that allows it to adapt to both global and local markets adapted to the idiosyncrasy of each country, respecting in all cases the current economic, regulatory, social and cultural aspects.	
	<b>RA6</b>	Ability to analyze current problems, in the local and global environment, taking into account economic, cultural and social aspects and those that intervene in the management of human talent in organizations.

**SPECIFIC**

<b>CE10</b>	Design, measure and implement an organizational culture, and understand and manage the processes of change and innovation in organizations	
	<b>RA1</b>	Recognize the dimensions of an organization's culture and make decisions to adjust it to the company's strategy, apply metrics and methods to measure the work environment and manage its results.
	<b>RA2</b>	Contextualize the processes of change and innovation in organizations in a real and acceptable framework, design processes of change in an organization, with its phases, responsibilities, roles and objectives

## THEMES AND CONTENT

Contents-Themes
Organizational Culture and Change Management
<ol style="list-style-type: none"> <li>1. What is corporate culture.</li> <li>2. Organizational cultural and employee commitment.</li> <li>3. Cultural indicators.</li> <li>4. Culture change.</li> <li>5. Dimensions of culture. Cultural values: national and global. Cultural functions.</li> <li>6. Culture conciliation.</li> <li>7. Diversity and integration culture.</li> <li>8. Teleworking culture. Impact of covid-19 on organizational culture.</li> <li>9. Future work. Automation. New forms of organizational culture.</li> <li>10. Culture and new approaches in people management.</li> <li>11. Work environment. Weather elements. Climate surveys. GPTW, Top Employers, Merco</li> </ol>

## TEACHING METHODOLOGY

General methodological course aspects
Presential Methodology: Activities
<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ The presentations must be evaluated and critiqued by the rest of the classmates or by the professor with the purpose of going deeper into the course. Expository lessons.</li> <li>✓ Brief presentations, video viewing, information search, preparation of reports and preliminary and intermediate presentations</li> </ul>
Non-presential Methodology: Activities
<ul style="list-style-type: none"> <li>✓ Individual study.</li> <li>✓ 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.</li> <li>✓ 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.</li> </ul>

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School of  
Management

**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
3,5	12	12	0	1,5	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	36	18	1	3
<b>CREDITS ECTS: 3,0 (88,00 hours)</b>					

**EVALUATION AND GRADIDNG 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	55
Active in-class participation by the student.	Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.	20

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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- Ladino, O. O. M., Peña, A. D., & Burgos, R. D. (2017). Cultura organizacional y gestión del talento humano. Revista Electrónica Impacto Contable y Financiero, 1(1), 70-83.
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- Sánchez, C. Valores generacionales: ¿Cambio o pérdida?, Revista AEDIPE, nº 10, Mayo 2006.

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