

TEACHING GUIDE

Course Information	
Full name	Talent and Talent Attraction
Code	0000012194
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	Ana Morcuende Rojo
Office hours	Continuous availability via email

Professor Information	
Professor	
Name	Ana Morcuende Rojo
Department / Area	Avantere
Office	Continuous availability via email
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

There is no doubt that the true competitive advantage of organizations is made up of people. Therefore, attracting and selecting the best professionals today is a strategic and key function of management within the human resources area.

As our people are the ones who will make the difference in relation to our competitors, it is essential to plan and structure the selection processes to incorporate into the organization the talent that each company needs.

The added values of doing so in an excellent manner are multiple: the strategic, financial, marketing and ethical value make it necessary to professionalize and take special care at every step in the attraction and selection of talent.

Thus, the student will be able to:

1. Learn a rigorous methodology for attracting, interviewing, evaluating and hiring candidates.
2. Replace instinct and perception with accurate and objective information.
3. Apply in-depth questioning techniques to test the candidate's assertions.
4. Increase the reliability of making smarter and more assertive hiring decisions.

Therefore, students will work with the processes, methods, techniques and key skills that will help them to train as human resources professionals to hire the most suitable candidates not only for a specific function, but for the organization, present and future.

Competences- Objectives		
Competences		
GENERAL		
CG2	Use critical thinking for decision making and problem solving in talent management processes.	
	RA2	Interpret, analyze, synthesize and evaluate ideas, and do so from a critical point of view.
SPECIFIC		
CE4	Apply methods and techniques for talent recognition, detection, attraction and acquisition.	
	RA1	Be able to recognize the sources of talent, correctly apply attraction techniques and tools, and discriminate talent through them.
	RA2	Be efficient in the application of the different talent selection techniques, respecting ethical principles, and developing the ability to conduct personal interviews and any other talent measurement technique.

THEMES AND CONTENT

Contents – Themes
PART 1 - INTRODUCTION
<ul style="list-style-type: none">1. Introduction: Talent in Organizations<ul style="list-style-type: none">1. What is talent2. What is potential3. Motivations, Values and personality preferences4. What we measure when talking about behavior.2. Personnel selection and its relationship with business results.3. Planning and phases of the personnel selection process.<ul style="list-style-type: none">1. Analysis and preparation2. Pre-selection3. Interviews4. Final evaluation of candidates5. Negotiation and job offer6. Reception
PART 2 - ANALYSIS AND PREPARATION PHASE
<ul style="list-style-type: none">1. Detection and assessment of selection needs.2. Analysis, job description and data collection.3. Identification of competencies and associated behaviors
PART 3 - PRE-SELECTION PHASE
<ul style="list-style-type: none">1. Creation of the job offer. What to publish.2. General Data Protection Regulation (GDPR) and recruitment.3. Adequate recruitment channels. How and where to publish offers.<ul style="list-style-type: none">1. Internal Sources: promotion, rotation, referral programs.2. External Sources: LinkedIn4. Evaluation of curriculum vitae and arranging of first interviews.<ul style="list-style-type: none">1. Telephone Interviews2. How to interview remotely5. Assessment centers and group dynamics6. Personality and psycho-technical tests

PART 4 - INTERVIEWING PHASE

1. **Types of personnel selection interviews.**
2. **The Competency-based interview.**
3. **Structured interview preparation. Choice of questions.**
4. **How to conduct an interview.**
 1. Reception and generating an atmosphere
 2. Listening and note taking
 1. Interviewer communication
 2. Interviewer errors
 3. How to explore and examine the answers
 1. Verbal techniques
 2. Non-verbal language of candidate.
 3. Management of difficult situations
 4. Closing and contact
5. **How to ask questions in English.**

PART 5 - FINAL EVALUATION AND JOB OFFER PHASE

1. **How to ask for references about a candidate**
2. **Final evaluation of applications**
3. **Preparation of reports**
4. **Job offers and negotiation process.**

PART 6 – RECEPTION PHASE

1. **Employee welcome process.**
 1. Benefits for the organization.
 2. Basic aspects of the plan
 3. Stages of a reception plan
 4. Follow-up program

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 scenario that requires sharing information and resources among members in order to achieve a common goal. Based on the project-based learning (PBL) method, students will research, define and argue a model generated in each group and presented in general session.

This methodology 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. For this reason, prior study of the cases and active participation in the discussions of the general sessions is essential.

Presentations on projects related to the contents of the course.

The presentations should be evaluated by the rest of the classmates or by the professor in order to go deeper into the topic. There will always be feedback sessions for each activity. Also depending on the course there will be expository lessons for the introduction of theoretical concepts necessary for the subsequent individual or group work.

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 courses of study.

Cooperative work of students who, in pairs or small groups, are given a task that requires the sharing of 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
5	10	15	0	1	0
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	40	10	1	1
ECTS CREDITS: 3,0 (83,00 hours)					

EVALUATION AND QUALIFICATION 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 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

- ♦
 - ♦ • ALLES, M. (2011). Diccionario de Comportamientos. Granica, Buenos Aires.
 - ♦ • ALLES, M. (2016). Selección por competencias. Granica, Buenos Aires.
 - ♦ • ALLES, M. (2003). Elija al mejor. Cómo entrevistar por Competencias. Granica, Buenos Aires.
 - ♦ • ALLES, M. (2010). Diccionario de Preguntas. Granica, Buenos Aires.
 - ♦ • BOCK, L. (2018). La nueva fórmula del trabajo. Conecta, Madrid.
 - ♦ • BODENHEIMER, J.M. (2018). HR Analytics. Gestión de personas, datos y decisiones. Alfaomega Marcombo, Argentina.
 - ♦ • LOMBARDO, M. y EICHINGER, R. (2016) FYI: For Your Improvement - Competencies Development Guide. Korn Ferry Institute, Nueva York.
- HOEVEEMEYER, V.A. (2006). High-impact interview questions. AMACOM, Nueva York.
- HORSTMAN, M. (2016). The effective manager. Wiley, New Jersey.
 - MURPHY, M. (2012). Hiring for attitude. McGraw Hill, Nueva York.
 - SCHMIDT, E. y ROSENBERG, J. (2015). Cómo trabaja Google. Aguilar, Madrid.
 - SVEDI, Z. (2018). Evidence-based Hiring. Why Hiring is broken and how data can fix it. (English Edition)
 - GARDNER; Howard (2003). Inteligencias Múltiples. La teoría en la práctica. Paidós. Barcelona

Web Resources

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

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

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

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

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

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

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

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

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

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

<http://www.hr.com>

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

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".

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