

TEACHING GUIDE

Course information	
Full name	Formation and development
Code	0000012196
Title	Máster Universitario en Gestión de Talento
Taught in	Master in Talent Management
Level	Postgraduate Official Master's Degree
Term	Quarterly
Credits	2,0 ECTS
Type	Mandatory
Person in Charge	Ignacio Sobrino de Toro
Office hours	Continuous availability via email

Professor information	
Professor	
Name	Ignacio Sobrino de Toro
Department / Area	Advantere
Office	Continuous availability via email
Email	i.sobrino@advantere.org

SPECIFIC DATA OF THE COURSE

Contextualization of the course

Contribution to the professional profile of the degree

For decades we have been in a real war for talent. The demands of industries and organizations are increasing and therefore it is increasingly necessary to have people not only with knowledge and skills, but also with the ability to continue training and growing throughout their professional lives. The company must not only put the means within the reach of its teams to ensure this development, but also define, facilitate and promote that this growth is transversal and that it reaches all levels.

The design of training and development plans in current companies is configured as one of the strategic alternatives that the organization has to grow and be more competitive in the markets. In addition to being configured as one of the most efficient tools for attracting and maintaining people that exist.

The purpose of training conceived in this way is to train an individual so that they can conveniently perform a specific task or job, make them grow within the company environment that we are defining and keep them within our organization, providing significant added value. All this within parameters of satisfaction and harmonization of appropriate personal and professional objectives.

Training is defined, therefore, as a systematic and planned business strategy, aimed at enabling people to carry out progressively more complex and responsible tasks, to update the knowledge and skills required by continuous technological development and to achieve an improvement in personal competence. making work a source of learning and satisfaction.

In short, in this course we propose training, not as an isolated and independent aspect of the company's activity, and of the company's framework, but as an instrument integrated into the strategic planning of the organization that has to help achieve the objectives set, improve its operation and increase the level of satisfaction of the people who make it up, using the tools and methodologies that best suit the work scenario in which it finds itself.

Competences – Goals		
Competences		
GENERAL		
CG2	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.
CG4	Exercise of a global mentality applied to listening, negotiating and working in multidisciplinary teams for talent management.	
	RA4	Present or exchange information and ideas effectively, either orally or in writing and with the use and employment of visual or graphic media

SPECIFIC		
CE5	Design training and development plans and procedures for workers, and link them to the company's strategy and human resources policies	
	RA1	Detect and analyze the training needs of the members of the organization for the good performance of their functions and for their professional development.
	RA2	Design and implement a training plan for the company, ensuring the equitable and fair distribution of opportunities, and making efficient use of the capabilities of each employee.
	RA3	Master the different methodologies and training techniques, and evaluation of the results obtained.

THEMES AND CONTENT

Contents-Themes
Formation and development
<ol style="list-style-type: none"> 1. Skills. capabilities. attitudes. Competencies. 2. Analysis of business needs and analysis of learning needs. 3. The training process: planning, monitoring and evaluation. 4. Blended & E-learning. 5. Corporate universities. 6. Lifelong learning and Employability. 7. Mentoring, reverse learning, coaching.

TEACHING METHODOLOGY

General methodological course aspects
Presential Methodology: Activities
<p><i>Cooperative work of students who, in pairs or small groups, receive a task, case or assumption that requires sharing information and resources among members with a view to achieving the common goal. Based on the project-based learning method (PBL), students will investigate, define and argue a model generated in each group and presented in a general session.</i></p> <p><i>This methodology stimulates 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, prior study of the cases and active participation in the discussions of the general sessions are essential.</i></p> <p><i>Exhibitions on projects linked to the contents of the course.</i></p> <p><i>The presentations must be evaluated by the rest of the classmates or by the professor in order to go deeper into the course. There will always be feedback sessions for each activity. Also, 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.</i></p>
Non-presential Methodology: Activities
<p>Single study.</p> <p>Individual reading of different types of texts (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the study courses.</p> <p>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.</p> <p>here will be specific tasks for the PBL project.</p>

SUMMARY OF HOURS OF WORK OF THE STUDENT

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	7	9	0	1,5	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	36	30	1	1
ECTS CREDITS: 2,0 (88,50 hours)					

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of Total Grade
Individual knowledge test.	Adequacy of the work to the objectives set. Delivery on time. Adaptation and orientation to the objectives. Results achieved. Deadlines.	25
Collective applied works that may or may not be presented publicly.	Presentations and defenses of projects applied to companies, course projects, resolution of practical cases.	60
Active participation of the student in the classroom.	Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.	15

BIBLIOGRAPHIES AND RESOURCES

Basic Bibliographies

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