

Academic Year/course: 2022/23

## 68853 - Development of Human Capital and Talent Retention

### Syllabus Information

**Academic Year:** 2022/23

**Subject:** 68853 - Development of Human Capital and Talent Retention

**Faculty / School:** 108 - Facultad de Ciencias Sociales y del Trabajo

**Degree:** 632 - Master's Degree in Strategic Human Resources Management

**ECTS:** 6.0

**Year:** 1

**Semester:** First semester

**Subject Type:** Compulsory

**Module:**

## 1. General information

### 1.1. Aims of the course

The subject and its expected results respond to the following approaches and objectives set out in the Study Plan: Acquire the necessary knowledge to understand the complexity of human capital development and talent management. Training for the application of the theoretical and practical knowledge acquired in the various fields of action within the management of Human Resources. These approaches and objectives are aligned with the following Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda (<https://www.un.org/sustainabledevelopment/es/>), in such a way that the acquisition of the results of Subject learning provides training and competence to contribute to some extent to its achievement. Specifically, the following objectives are pursued: Objective 3: Health and well-being. Goal 8: Decent work and economic growth. Objective 10: Reduction of inequalities. Objective 12: Responsible production and consumption.

### 1.2. Context and importance of this course in the degree

This subject involves an in-depth study of human resources in the contents indicated in section 1.1 of this guide, without prejudice to being complemented with other subjects of the Master's Degree in order to offer a comprehensive version of the strategic management of human resources.

### 1.3. Recommendations to take this course

The student is recommended to have passed the subjects of the master's degree that precede this one, in order to achieve an integrated vision of the contents taught.

## 2. Learning goals

### 2.1. Competences

**CG01 - Be able to understand knowledge that expands and improves that previously acquired in a Bachelor's degree, engineering or professional experience, especially with the possibility that these can be applied in the field of human resources**

**CG02 - Apply previously acquired knowledge and solve problems in new environments in human resource management**

**CG03 - Be able to carry out a critical analysis, so that students are able to integrate knowledge and face the complexity of formulating judgments based on the analysis of the information available in the area of ??human**

resources

**CG04 - Be able to communicate knowledge and conclusions, as well as justify the ultimate reasons that support them in the field of personnel management**

**CG05 - Develop general oral/written communication skills and to make presentations in public**

**CG06 - Acquire skills to collect, analyze and interpret information, document ideas, take initiative and analytical skills**

**CG09 - Know, understand and be able to apply the necessary legislation in the field of human resources**

**CG07 - Be able to think critically, to work independently and to reflect reflectively on one's own work and the decisions made in human resource management**

**CG08 - Be able to carry out studies, analyzes and research work, with a high level of specialization, that are of interest for professional development in today's society and that enable scientific progress in strategic human resource management**

**CG10 - Possess learning skills that allows a student to continue studying autonomously or self-directed**

**CB6 - Possess and understand knowledge that provides a basis or opportunity to be original in the development and/or application of ideas, often in a research context**

**CB7 - That students know how to apply the knowledge acquired and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of ??study**

**CB8 - That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments**

**CB9 - That students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way**

**CB10 - That students have the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.**

**CE05 - Be able to design professional development and career plans**

**CE19 - Be able to properly identify and assess the jobs in an organization**

## **2.2. Learning goals**

**Be able to perform an assessment of jobs according to different methodologies.**

**Be able to evaluate the performance and performance of a company's staff.**

**Being able to discern what needs and demands of the organization can be resolved through training and development of workers.**

**Be able to assess training needs and requirements and propose solutions to them.**

**Be able to design and implement training plans.**

**Be able to design and implement career and development plans.**

**Be able to apply tools for personal and professional development.**

## **2.3. Importance of learning goals**

**The learning outcomes of this subject are specific to this subject and contribute to preparing the student to function as a Human Resources professional and, specifically, to manage human capital by deploying strategies that allow retaining talent and facilitating the development of all its potential.**

### 3. Assessment (1st and 2nd call)

#### 3.1. Assessment tasks (description of tasks, marking system and assessment criteria)

The course can be taken in continuous or single assessment mode.

The continuous evaluation will be carried out at the end of the course.

The single evaluation will take place on the official dates approved by the Master's Quality Assurance Commission.

For continuous evaluation, each subject will be evaluated according to the following criteria:

? Theory (50% final grade): performance of a multiple choice objective test of 30 questions with 3 alternatives, applying the correction of the effect of chance (ie, two failures subtract one success). The exam will be held on the last day of class for the course.

? Practice (40% final grade): completion and delivery on the established dates to the teaching staff responsible for preparing the practical cases.

? Participation and attendance (10% final mark): evaluation of the attendance and active participation in class of the student body, both in the face-to-face and non-face-to-face part of the subjects.

The single evaluation will consist of two tests:

? A multiple choice exam (50% of the final grade) of the theoretical content.

? A practical exam (50% of the final grade) with practical questions prepared and corrected by the teaching staff..

According to current regulations, the results obtained will be graded according to the following numerical scale from 0 to 10, with the expression of a decimal, to which the corresponding qualitative grade may be added:

From 0 to 4.9: fail

From 5.0 to 6.9: pass

From 7.0 to 8.9: remarkable

From 9 to 10: outstanding

In accordance with article 30 of the Learning Evaluation Standards Regulation, the use of any irregular practice in carrying out the different exercises and/or tests will result in a failing grade in the corresponding exercise or test.

### 4. Methodology, learning tasks, syllabus and resources

#### 4.1. Methodological overview

The approach, methodology and evaluation of this guide is prepared to be the same in any teaching scenario. They will be adjusted to the socio-sanitary conditions of each moment, as well as to the indications given by the competent authorities.

The subject is designed with a student-centered approach, considering the student as the main protagonist of the learning process. To this end, a participatory approach to the subject has been adopted, which allows the student to experience in a learning situation situations similar to those he/she will have to face in his/her future professional performance and to extract lessons from these situations that lead to significant learning. For this reason, as a methodology for the subject, the combination of different techniques is proposed:

Expository classes on the contents of the subject by the teaching staff.

Classroom participation in different group situations on the topics covered in the lectures and with different formats: discussion groups, role playing, debates, etc. Oral participation in class makes teaching more dynamic, helps classmates to better understand, facilitates evaluation and guides the teacher to the issues that are more difficult to assimilate.

Resolution of practical cases related to the contents of the course. This technique allows the student to analyze different professional situations in order to apply the knowledge acquired at a theoretical level and find solutions to real situations.

Tutorials, which allow the significant construction of knowledge through the interaction and activity of the student with the teaching staff. They constitute a personalized meeting space that facilitates communication and coordination between the student and the faculty.

## 4.2. Learning tasks

The program offered to the student to help him/her achieve the expected results comprises the following learning activities:

1. Master class (12 hours): presentation of contents by the professors and/or professionals.
2. Resolution of exercises, problems and cases (20 hours): realization, discussion and resolution of practical exercises with the students.
3. Seminars and workshops (4 hours): participation in conferences, seminars and workshops given by professionals from different fields: business, academic, professional, etc.
4. Tutorials (10 hours): professors-students.
5. Evaluation tests (2 hours): exams and other evaluation activities.
6. Review and work on online materials (24 hours): reading, comprehension and study of the materials available in ADD-Moodle.
7. Student work (78 hours): reading, understanding and study of the material taught in class and that included in ADD-Moodle; preparation and completion of individual and/or group work where students apply the skills acquired and reflected in a document or presentation addressed to the teachers of the corresponding module.

## 4.3. Syllabus

**Job evaluation.**

**Performance and performance evaluation.**

**The training plan and the personal and professional career plan.**

**Tools for excellent personal and professional development: coaching, mentoring, job crafting, etc.**

## 4.4. Course planning and calendar

The subject has 6 ECTS credits, which implies 150 hours of student work.

These 150 hours are structured in two main blocks: face-to-face hours (synchronous and asynchronous) and non-face-to-face hours, distributed in 40 and 60% respectively:

- Face-to-face hours (72 hours):
  - Synchronous hours: 24 hours, distributed in 8 hours of class per week for 3 weeks.
  - Asynchronous hours: 36 hours, to be carried out by students during the 3 weeks of the course through the Moodle/ADD platform.
- Evaluation: 2 hours
- Non-attendance hours of autonomous work of the student (78 hours).

The faculty of the course will inform at the beginning of the course of the different key dates related to the different evaluation procedures, delivery of reports, papers, seminars and other proposed activities.

## 4.5. Bibliography and recommended resources

- Kirkpatrick, D. (1999). *Evaluación de acciones formativas: los cuatro niveles*. Barcelona: Gestión 2000.
- Pereda Martín, S., y BerrocalBerrocal, F. (2012). Capítulo 1: El planteamiento estratégico de la formación. En *Gestión de la formación en las organizaciones*. Madrid: Síntesis.
- Quijano, S. (1992). *Sistemas efectivos de evaluación y rendimiento: Resultados y desempeños*. Barcelona: PPU.
- Quijano, S. (2006). *Dirección de Recursos Humanos y Consultoría en las organizaciones: EL ASH (Auditoría del Sistema Humano en las Organizaciones)*. Barcelona: Icaria.