

**COURSE DATA****Data Subject**

Code	35133
Name	Organizational design and human resources
Cycle	Grade
ECTS Credits	6.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
1317 - Degree in Tourism	Faculty of Economics	4	First term
1926 - D.D. in Tourism-Business Management Administration	Faculty of Economics	5	First term

Subject-matter

Degree	Subject-matter	Character
1317 - Degree in Tourism	26 - Business management II	Optional
1926 - D.D. in Tourism-Business Management Administration	7 - Asignaturas de quinto curso	Obligatory

Coordination

Name	Department
LLORIA ARAMBURO, MARIA BEGOÑA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The subject of Organizational Design and Human Resources aims to analyze the importance of people in organizations and with it the best way to organize them through design and organizational structure as well as through the role of human resources and talent management . To do this, we analyze the contingent variables that generate changes and that condition the organizations and with it the way to direct them. This also analyzes the design variables and management by competences. And it is deepened in the new direction of people and human resources based on the management of talent with systemic elements such as the employer branding, total compensation or smart talent management (STM) as well as strategic variables such as attraction, development and retain of talent.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

OUTCOMES

1317 - Degree in Tourism

- Lead and manage the different types of tourism entities.
- Plan and manage the human resources of tourism organisations.
- Have initiative and entrepreneurial spirit.
- Demonstrate motivation for quality.

LEARNING OUTCOMES

At the end of the course the student should be able to:

- Identify and understand the different organizational organizational structures.
- Knowledge of the terminology and the basic elements of the management of human resources
- Evaluate the management needs of people in the company based on their competitive strategy, the key capabilities that comprise it, the contingent factors and the design variables involved.
- Measure the level of adjustment between strategy and organization, as well as between the different elements that make up the same.
- Use the organizational and personnel management variables to define efficient, effective and innovative organizations.
- Analyze and manage the imbalances of design and organizational structure that requires the intervention of a manager in the direction of people.
- Establish work environments that attract and retain people compatible with the objectives and forms of action of the company.
- Design structures of relationship between individual and company that employee engagement.
- Evaluate career models capable of responding to new organizational needs.
- Analyze from a systemic approach the employer's brand and its impact on people.
- Analyze the Total Compensation systems of the Organization to adapt them to the new organizational realities.
- Understand the Management of Smart Talent and its impact on organizational knowledge and learning.
- Design strategies of attraction, development and employee loyalty in the management of people.

**DESCRIPTION OF CONTENTS****1. 1. The organizational design and structure of the company.****2. Differentiation and integration of activities****3. Contingency factors and organizational forms****4. Human resources and talent management. Base model of talent management****5. Talent Attraction., motivation and development****6. Employer brand, loyalty of talent, employee value and smart talent****WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Attendance at events and external activities	5,00	0
Development of group work	25,00	0
Development of individual work	30,00	0
Readings supplementary material	10,00	0
Resolution of case studies	20,00	0
TOTAL	150,00	

TEACHING METHODOLOGY

The subject is supported in an important way in the presentation of theoretical contents in the classroom, as well as in the preparation of the bibliographic materials indicated by the teacher. However, these contents are considered as conceptual tools that the student must learn to manage in order to diagnose and solve real problems of current organizations.



Consequently, the objective of the study of theoretical materials is to acquire the knowledge competences necessary to solve the practical cases that will be presented in the practical part of the subject.

The practical classes will be devoted to discussing the proposed tasks and establishing links with the theoretical knowledge taught. Concrete cases will be analysed and experiential and experiential techniques of case resolution will be developed for a better understanding and internalization of the contents and tools

Given the characteristics of the subject, it is considered very important to attend classes regularly, as well as for the student to prepare their personalized study materials from: the notes taken in class, the materials enclosed by the teacher and the bibliographic references indicated at the beginning of each topic.

EVALUATION

The evaluation and control of learning will be carried out on the total contents of the subject. The evaluation must fulfil a summative function -accreditation of the level of training obtained- and a formative function -mechanism of feedback that improves the teaching-learning process-. The summative function will be fulfilled with the final evaluation that allows assigning a note in minutes; For its part, the training function will be carried out through continuous evaluation, as we will explain.

The evaluation of the subject of Organizational Design and Human Resources will be carried out in the following way, and using the following information collection tools, divided into the following two blocks:

- **BLOCK A: 60% of the final grade** will be derived from the performance of written tests. This part can be overcome by passing a final exam, which will consist of questions of development around a practice case. Test questions will also be included.
- **BLOCK B (CONTINUOUS EVALUATION): 40% of the final grade** is derived from the continuous assessment. 35% is evaluated based on the written and oral reports and comments made during the resolution of the practices in the classes and / or in the tutorials. The evaluation of this second block is of a formative nature, since it allows a feedback process for both the teacher and the student. The professor, in a discretionary manner, will collect the report prepared by the students for the resolution of each one of the practices. 5% corresponds to participation in the classroom.

The final grade is obtained from the weighted sum of the scores of each part of the evaluation, **as long as the part corresponding to the written tests officially announced by the Faculty of Economics has been passed.**

35% of the continuous assessment will be recoverable **on second call** by handing over to the teacher of practices with similar content. 5% is considered non-recoverable. In this case, the exam grade **is not saved even if it has been passed.**



REFERENCES

Basic

- Lloria, M.B. (2020): Estructura de la organización y diseño de puestos. Ed. Tirant lo Blanch
- Luna-Arocas, R. (2017). Gestión del Talento. De los Recursos Humanos a la Dirección de Personas basada en el Talento. Ed. Pirámide.
- Lloria M.B. y Mohedano-Suanes, A. (2017): Introducción a la dirección de empresas. Casos prácticos. Ed. Pearson

Additional

- Pardo, M. y Luna, R. (2011): Recursos humanos para turismo. Ed. Pearson Prentice hall
- Gomez Mejia, L. (2008). Gestión de Recursos Humanos. Prentice-Hall.
- Dolan, S., Valle, R., y López, A. (2014). La Gestión de Personas y del Talento. La gestión del RRHH en el siglo XXI. McGrawHill.
- Brunet; Vidal (2004): Empresa y recursos organizativos. Pirámide, Madrid.
- Daft, R.L. (2011). Teoría y Diseño Organizacional (11a Ed.) Cengage Learning. Mexico.
- Wagner, J.R. y Holienbeck, J.R. (2004): Comportamiento organizativo. 4ª Edición. Ed. Thomson. Madrid.
- Hodge, B.J., Anthony, W.P. y Gales, L. (2003): Teoría de la organización. Un enfoque estratégico. 6ª Edición. Ed. Pearson. Madrid.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

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1. Contents

1. The contents initially included in the teaching guide are maintained

2. Volume of work and temporary planning of teaching

2. Reduction of the weight of some activities and substitution by others maintaining the volume of work that marks the original teaching guide.

3. Teaching methodology



A wide variety of teaching methods will be used in order to adapt to the specific knowledge transfer that is sought. The following methods will be used:

1. Upload of materials to the virtual classroom
2. Proposal of activities for virtual classroom
3. BBC synchronous videoconference (or other systems such as OBS-Youtube or Zoom)
4. BBC asynchronous video conference (or other systems like OBS-Youtube or Zoom)
5. Recorded transparencies
6. Discussions in the forum
7. Problems / exercises solved (practical classes)
8. Project development
9. Tutorials through videoconference under different systems to adapt to the students and their preferences (BBC, Webex, Skype, Team, Zoom, ...)
10. Forum in Virtual Classroom

4. Evaluation

1. Adding continuous assessment activities
2. Increase of the weight in the final grade of the continuous evaluation: passing from 40% to 60%, passing the evaluation by test-examination from 60% to 40%
1. Assessment tests through academic work
2. Assessment tests through projects
3. Objective tests (test type). In case of not being able to be face-to-face, the exam will be done in a virtual classroom using "Questionnaire".
4. Open written test (traditional exam). In case of not being able to be face-to-face, the exam will be done in a virtual classroom: open questions through "Questionnaire".

5. Bibliography

There are no modifications. Ebook books have been obtained in the Library of the recommended bibliography, as well as access to bbdd that the books of the bibliography have.