



COURSE DATA

Data Subject

Code	35133
Name	Organizational design and human resources
Cycle	Grade
ECTS Credits	6.0
Academic year	2023 - 2024

Study (s)

Degree	Center	Acad. year	Period
1317 - Degree in Tourism	Faculty of Economics	4	First term
1926 - Double Degree Program Tourism & BMA	Faculty of Economics	5	First term

Subject-matter

Degree	Subject-matter	Character
1317 - Degree in Tourism	26 - Business management II	Optional
1926 - Double Degree Program Tourism & BMA	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 through design and organizational structure and 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 the way to direct them. Specifically, the variables of organizational and job design are analyzed. In relation to human resources the new people management based of talent management is depend with systemic elements such as the employer branding, total compensation 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

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

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 (RD 1393/2007) // NO CONTENT (RD 822/2021)

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. The organizational design and structure of the company.

Design concept and organizational structure. Parts of the organizations. Organizational complexity

2. Differentiation and integration of activities

Study of the variables that make up the differentiation of activities (horizontal, vertical and spatial). Structural, non-structural and informal integration mechanisms. Decision making and formalization in the organization.

3. Contingency factors and organizational forms

Concept of contingency factor and its impact on the different design variables. Mechanistic and organic structure. Most common organizational forms and other organizational forms.

4. Human resources and talent management. Base model of talent management

Basic principles of talent management. Implementation of a talent management program. Talent-based people management. Analysis of the job. Definition of generic and specific competencies associated with the position.

5. Talent Attraction., motivation and development

Criteria for attracting talent. Onboarding. Employee motivation. Monetary and non-monetary compensation. Talent development and career models. Talent development strategies.

6. Employer brand, loyalty of talent, employee value, smart talent and performance development

Employer branding concept. Employee loyalty and well-being. The value of the employee and his experience. Performance development

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Development of group work	25,00	0
Development of individual work	30,00	0
Readings supplementary material	10,00	0
Resolution of case studies	25,00	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 fulfill a summative function –accreditation of the level of training obtained– and a formative function –feedback mechanism that improves the teaching-learning process–. The summative function will be fulfilled with the final evaluation that allows assigning a note in the 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 from the following information collection instruments, divided into two blocks.



BLOCK A: 60% of the final mark will be derived from the completion of a written test. This part is passed by passing a final exam, which will consist of development questions around a practical case. Multiple choice questions will also be included.

BLOCK B (CONTINUOUS ASSESSMENT): 40% of the final grade is derived from continuous assessment. 35% is evaluated from the reports and written and oral comments made during the resolution of the practices in the classes. 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 teacher, in a discretionary way, will collect the report prepared by the students for the resolution of each of the practices. 5% corresponds to participation in the classroom.

The final mark is obtained from the weighted sum of the marks of each part of the evaluation, as long as the part corresponding to the written tests officially convened by the Faculty of Economics has been passed.

35% of the continuous evaluation will be recoverable in the second call through the delivery to the professor of practices of similar content. 5% is considered non-recoverable. In this case, the exam grade is not saved, even if it has been passed.

REFERENCES

Basic

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- 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

- Daft, R.L. (2011). Teoría y Diseño Organizacional (11ª Edición). Ed. Cengage Learning. Mexico.
- Dolan, S., Valle, R., y López, A. (2022). La Gestión de Personas y del Talento. La gestión del RRHH en el siglo XXI. Ed. McGrawHill.
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- Hodge, B. J., Anthony, W. P. y Gales, L. (2003): Teoría de la organización. Un enfoque estratégico (6ª Edición). Ed. Pearson. Madrid.
- Pardo, M. y Luna, R. (2011): Recursos humanos para turismo. Ed. Pearson Prentice hall.
- Pereda, S., Berrocal, F. y Alonso, M.A. (2011): Técnicas de gestión de recursos humanos por competencias (3ª Edición). Ed. Universitaria Ramón Areces. Madrid.
- Wagner, J. R. y Holienbeck, J. R. (2004): Comportamiento organizativo (4ª Edición). Ed. Thomson. Madrid.