

COURSE DATA

Data Subject		
Code	42741	
Name	Training and career development	
Cycle	Master's degree	
ECTS Credits	3.0	
Academic year	2021 - 2022	

Stud	ly ((s)
------	------	-----

Degree	Center	Acad. year	Period
2126 - M.D. in Human Resources Management	Faculty of Social Sciences	1	Second term

Subject-matter		
Degree	Subject-matter	Character
2126 - M.D. in Human Resources Management	3 - Functions of human resources management	Obligatory

Coordination

Name	Department
RAMOS LOPEZ, JOSE	306 - Social Psychology
REVUELTO TABOADA, LORENZO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This subject aims to qualify students to plan, design, elaborate, implement and assess job training actions and programs, as well as instruments and strategies to manage and develop professional careers in labor organizations.

PREVIOUS KNOWLEDGE



Relationship to other subjects of the same degree

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

Other requirements

No additional requirements needed

OUTCOMES

2126 - M.D. in Human Resources Management

- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.
- Students should demonstrate self-directed learning skills for continued academic growth.
- Students should be able to initiate, lead, promote and facilitate interactions, as well as to manage groups of people.
- Students should be able to prepare reports and make oral presentations related to human resources management.
- Students should have assertive communication and negotiation skills. This means being able to carry out negotiations related to the direction and management of human resources, and being able to carry out a mediation activity that facilitates an adequate management of human resources.
- Students should be prepared for lifelong learning and self-development. The individual develops the ability to incorporate new knowledge, skills and professional competences.
- Students should know the fundamental characteristics of the labour market in Spain, its trends and structural changes.
- Students should be able to plan, implement, develop and evaluate human resources management in accordance with scientific models and procedures and in compliance with the ethical criteria of the profession.
- Students should be able to design staff establishment plans.
- Students should be able to design and evaluate training plans and potential assessment processes.
- Students should be able to design organisational charts and functions manuals, and to make proposals for organisational improvement.
- Students should be able to design and manage induction programmes for new staff and to design and implement equal opportunities programmes, promoting quality of life and professional development at work.



LEARNING OUTCOMES

- -To analyze training needs form workers and companies, taking into consideration personal and organizational variables affecting job training.
- -To design training actions and training programs in labor organizations.
- -To plan the implementation of training actions, including all relevant issues.
- -To assess training actions and programs, focusing on learning, job transfer, impact and profitability of job training.
- -To elaborate actions and strategies aiming the socialization of organizational members.
- -To design career plans and strategies to achieve the professional development of workers, attending personal and organizational needs.

DESCRIPTION OF CONTENTS

1. Job Training

- -Planning and design of job training actions and programs.
- Training of trainers.
- -Implementation of job training actions and programs.
- -Assessment of job training.
- Psychosocial aspects of training.
- -Training on personnel management in virtual environments.
- -Continuous professional development.

2. Work socializations and career management and development

- Work Socialization. Onboarding plan.
- Introduction to potential appraisal.
- Career patterns and counseling.
- Tutoring, coaching and mentoring.
- Vertical and horizontal careers.
- Expatriates, reverse expats and international careers.
- Development of professional competencies.
- Exit from organizations and disengagement options.

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	18,00	100
Tutorials	6,00	100
Classroom practices	6,00	100
Development of group work	15,00	0
Readings supplementary material	5,00	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	15,00	0
TOTAL	. 75,00	

TEACHING METHODOLOGY

- -Oral presentations, professor's speeches with active participation from students.
- -Seminars and activities supervised by professors (case studies, practices, exercises, debates, groups dynamics, role-playing, external activities, use of computer software, etc.)

EVALUATION

To pass this subject, students should:

- Assist and participate.
- Deliver the case studies and assignments required by professors, achieving the specifications of each one.

Final marks will be the mean value of the assignments required (80%) and active involvement (20%).

- There will be two blocks of works, one for each block of content.
- An average of the marks of the two blocks will be taken as long as the mark of each block is at least a 4 out of 10. Both in the first and second call.

In second call it will not be possible to improve the mark of active participation, that it is not recoverable. To pass the subject in the second call, the mark can be improved by improving the works done or making other substitutes proposed by the teaching staff.

REFERENCES



Basic

- Bonache, J. y Cabrera, A. (dir.) (2002): Dirección estratégica de las personas. Prentice Hall.
 - -Gómez Mejía, L.R., Balkin, O.B. y Cardy, R.L. (2005): Gestión de recursos Humanos. Prentice Hall.
 - -Gordon, M. E. (2011). The dialectics of the exit interview: A fresh look at conversations about organizational disengagement. Management Communication Quarterly, 25(1), 59-86
 - -Lavigna, B. (2009). Getting onboard: Integrating and engaging new employees. Government Finance Review, 25(3), 65-70.
 - -McNulty, Y., & Vance, C. M. (2017). Dynamic global careers: A new conceptualization of expatriate career paths. Personnel Review, 46(2), 205-221.
 - Revuelto, L. (2016). Apuntes sobre Desarrollo directivo y coaching.
 - -Rodríguez, J.L. y Medrano, G. (1993). La formación en las organizaciones. Madrid: Eudema.
 - -Sastre, M. A. y Aguilar (2003): Dirección de recursos humanos. Un enfoque estratégico. McGraw-Hill..

Additional

- Alles, M. A. (2009a) Diccionario de Competencias. La Trilogía Volumenes 1, 2 y 3. 1a edición, Buenos Aires: Granica
 - -Baron, L., & Morin, L. (2010). The impact of executive coaching on selfefficacy related to management softskills. Leadership & Organization Development Journal, 31(1), 18-38.
 - -Bee, F and Bee, R. (1994). Training needs analysis and evaluation. Institute of Personnel Psychology, London.
 - -Buckley, R. y Caple, J. (1991). La formación. Teoría y práctica.
- Caldwell, B. G., & Caldwell, C. (2016). Ten classic onboarding errors: violations of the HRM-employee relationship. Business and Management Research, 5(4), 47-55.
 - -Cohen, N. H. (2004). Mentoring. Madrid: Editorial Universitaria Ramón Areces.
 - -Del Pozo, P. (1993). Formación de formadores. Madrid: Eudema.
 - -Fernández- Ríos, M. y Sánchez, J. C. (1997). Valoración de Puestos de Trabajo. Madrid: Díaz de Santos.
 - -Gan, F. y Soto, R. (2007): Carrera profesional: claves, competencias y vitaminas. Madrid: Díaz de Santos.
 - -Gil Flores, J. (2007): La evaluación de competencias laborales. Facultad de Educación. UNED. Educación XXI, 10, pp. 83-107.
- Goldstein, I.L. (1991). Training in work organizations. In M.D. Dunnette and L.M. Hough (Eds.): Handbook of Industrial and Organizational Psychology. Vol 2. Consulting Psychologists Press, Inc. California. p. 507-620.
 - -Goldstein, I.L. (1993). Training in organizations. Needs assessment, development and evaluation. (3rd ed). Brooks/Coole, Pacific Grove, CA.
 - -Haccoun, R.R. and Saks, A.M. (1997): Training in the 21st Century: Some lesons form the last one. Canadian Psychology, 39, 33-51.
 - -Kahle-Piasecki, L. (2011). Making a mentoring relationship work: What is required for organizational success. Journal of Applied Business and Economics, 12(1), 46-56.
 - -Kraiger K. (2003). Perspectivas on training and development. En W. C. Borman, D. R. Illgen y R. J. Klimoski (Eds.), Handbook of Psychology, Vol. 12, Industrial and Organizational Psychology. Hoboken, NJ: John Wiley & Sons.



- -Knight, R. (2016, January 15). The Right Way to Off-Board a Departing Employee. Harvard Business Review Online.
- -Launer, Viviane (2011): Coaching: Un Camino hacia Nuestros Éxitos. Madrid: Pirámide, Colección Empresa y Gestión.
- -Lewis, S., & Arnold, J. (2012). Organisational career management in the UK retail buying and merchandising community. International Journal of Retail & Distribution Management, 40(6), 451-470.
- -Luecke, Richard (2005): Coaching y Mentoring. Barcelona: Deusto, Colección Harvard Business Essentials.
- Osca, A. (2006). Selección, evaluación y desarrollo de los recursos humanos. Madrid, Sanz y Torres.
 - -Rollag, K., Parise, S., & Cross, R. (2005). Getting new hires up to speed quickly. MIT Sloan Management Review, 46(2), 35-41.
 - -Salas, E. y Cannon-Bowers, J.A. (2001). The science of training: a decade of progress. Annual Review of Psychology, 52, 471-499.
 - -Smith, B.J. y Delahaye, B.L. (1987). How to be an effective trainer. New York: John Wiley & Sons.
 - -Stahl, G. K., Miller, E. L., & Tung, R. L. (2002). Toward the boundaryless career: A closer look at the expatriate career concept and the perceived implications of an international assignment. Journal of World Business, 37(3), 216-227
 - -Valderrama, B. (2009): Desarrollo de Competencias de Mentoring y Coaching. Madrid: Pearson. Whetten, D. A.; Cameron, K. S. (2005). Desarrollo de habilidades directivas. 6ª ed. México: Pearson Education.

ADDENDUM COVID-19

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

This guide is provisional. It must be approved by the Academic Commission of Title.