

Processes 3. Training, Development and Performance

Code: 43168
ECTS Credits: 6

Degree	Type	Year	Semester
4313788 Management of Human Resources in Organizations	OB	0	2

Contact

Name: Juan Manuel Muñoz Justicia
Email: Juan.Munoz@uab.cat

Teachers

Juan Manuel Muñoz Justicia

Use of Languages

Principal working language: spanish (spa)

External teachers

Joan A. Vélez
Miriam Diez
Puri Pinilla

Prerequisites

There are no prerequisites

Objectives and Contextualisation

This module aims for the student to be able to analyse and implement processes designed to promote and make the most of employees as a resource (training, development and performance evaluation), through an approach related to talent management.

Some ITC tools which are useful in the management of these processes will be studied so the student can debate their implications.

Key skills oral and written communication will be worked on.

Competences

- Design operational plans (for training, induction, etc.) in simulated contexts.
- Evaluate specific operational plans and programmes for human resources in order to introduce improvements.
- Identify indicators that help to develop the potential of the individuals that make up an organisation, collectively and individually.
- Present proposals, reports and results effectively to different types of interlocutor.
- Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

Learning Outcomes

1. Assess different models for evaluating performance on the basis of the resources's, conditions and possible benefits they might provide.
2. Design performance review systems using criteria that fit the particular organisation concerned.
3. Draw up the protocol for identifying staff development needs that fit the characteristics of a given organisation.
4. Produce a clear, viable training plan to meet the needs of an organisation.
5. Produce texts on training plans that are written in such a way as to facilitate their application, monitoring and evaluation.

Content

1. Introduction: Development of Human Resources
 1. Key concepts: career, potential, talent and performance
 2. Planning a career or development planning
 3. Identifying needs in the organisation, groups and individuals
 4. Protocols for identifying development needs
3. Evaluating potential
 1. Developing potential in organisations
 2. Objectives and indicators
 3. Methods and techniques for developing potential
 4. Talent management
5. Performance evaluation
 1. Concepts and objectives
 2. Criteria and performance management systems
 3. Evaluating the results
 4. Design and implementation of an evaluation system. Current trends.
7. Diagnosis of training needs
 1. Importance and need for training in organisations
 2. Studies to identify training needs. Objectives and process
 3. Models and methods for identifying needs
 4. Evaluation, diagnosis and prioritisation of the training needs
9. Training management and evaluation
 1. Planning and design of training plans
 2. Implementation of plans and training activities
 3. Evaluating the results. Criteria, types and methods of evaluation.
 4. Current trends. Key factors for training to be effective

Methodology

Practical activities will be carried out in the classroom along with a review of technical documentation.

Solving problems / cases / exercises in small groups and pooling of conclusions with the whole group.

Solving problems / cases / exercises through activities in the virtual classroom.

Preparation of written work, presentations or reflections.

Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			

Cases analysis and resolution	14	0.56	2, 3, 4
Group practices	8	0.32	2, 3
Master class	8	0.32	1
Works presentation	8	0.32	2, 4, 5, 1
Type: Supervised			
Mentoring	10	0.4	4
Virtual supervision of projects and activities	40	1.6	2, 3, 4, 5
Type: Autonomous			
Bibliographic information search	10	0.4	1
Study and assimilation of contents and concepts	30	1.2	3, 5, 1
Text reading and analysis	20	0.8	1

Assessment

The evaluation of the module is done on the basis of the three assignments:

Assignment 1: Consists of a practical evaluation of potential process through a group project which will be presented in class defending and arguing the process to the rest of the class (30% of the mark).

Assignment 2: Consists of the practical development of a performance evaluation system, designing the evaluation system best suited for a particular organisation, through a practical case study (30% of the mark).

Assignment 3: Consists of preparing a training plan for an organisation as a group, carrying out a study and diagnosis of training needs, the training process and the evaluation of the results. It includes a presentation to be given in the class (40% of the mark).

Students who fail to reach the established criteria to pass the module and those who have been evaluated in a set of activities with a weighting of two-thirds of the total score for the module may retake it.

The minimum mark to retake the module is 3.5.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Assignment 1: Process of evaluating potential	30%	0	0	3
Assignment 2: Development of a performance evaluation system	40%	2	0.08	3, 4, 5
Assignment 3: Development of a training plan	30%	0	0	2, 1

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