



## COURSE DATA

### DATA SUBJECT

**Code:** 35133

**Name:** Organizational design and human resources

**Cycle:** Undergraduate Studies

**ECTS Credits:** 6

**Academic year:** 2026-27

### STUDY (S)

Degree	Center	Acad. year	Period
1317 - Degree in Tourism	Facultat d'Economia	4	First quarter
1926 - Double Degree Program Tourism and BMA	Facultat d'Economia	5	First quarter

### SUBJECT-MATTER

Degree	Subject-matter	Character
1317 - Degree in Tourism	Business management II	ELECTIVES
1926 - Double Degree Program Tourism and BMA	Asignaturas de quinto curso	COMPULSORY

### COORDINATION

LLORIA ARAMBURO MARIA BEGOÑA

## SUMMARY

The subject of Organisational Design and Human Resources aims to analyse the importance of people in organisations through organisational design and structure, and the role of human resources and talent management. To this end, it analyses the contingent variables that generate changes and that condition organisations and the way they are managed. Specifically, the variables of organisational and job design are analysed. Regarding human resources, the new management of people based on talent management is examined in depth through three fundamental axes and their corresponding variables: people (employer brand and talent attraction); learning (performance assessment and talent development); and organisational equity (total compensation and career development). Each of these variables is studied from the perspective of the current competency-based management model.

## 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 / LEARNING OUTCOMES

### 1317 - Degree in Tourism

Demonstrate motivation for quality.

Have initiative and entrepreneurial spirit.

Lead and manage the different types of tourism entities.

Plan and manage the human resources of tourism organisations.

## DESCRIPTION OF CONTENTS

### 1. Organizational design and the 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. Talent management and competency-based management.

Basic principles of talent management. Talent-based people management. GESTA talent management



model: people, learning and equity. Competency-based management. Definition of generic and specific competencies associated with the position.

## 5. People with talent

Employer branding. Attracting talent in competency-based management. Attracting and selecting candidates based on competencies. Welcoming the new employee.

## 6. Organizational learning

Performance assessment: from feedback to feedforward. Competency-based assessment techniques. The talent development mix: orientation training, experiential learning, e-learning, mentoring and executive coaching, outdoor training and shadowing.

## 7. Organisational equity.

Total compensation: monetary and non-monetary compensation or remuneration. Career development.

## WORKLOAD

### PRESENCIAL ACTIVITIES

Activity	Hours
Theory	30,00
Classroom practices	30,00
<b>Total hours</b>	<b>60,00</b>

### NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	55,00
Independent study and work	10,00
Preparation of lessons	0,00
Preparation for assessment activities	0,00



Resolution of case studies	25,00
<b>Total hours</b>	<b>90,00</b>

## 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.

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## 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.

The use of Artificial Intelligence, and any other similar type of tool, will be permitted, both for classroom and independent work, as long as the student incorporates a statement of responsible use into these tasks, indicating, in each case, the source and the parts of the work affected.

## REFERENCES

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- Gómez Mejía, L. (2008). Gestión de Recursos Humanos. Ed. Prentice-Hall.
- Hodge, B. J., Anthony, W. P. y Gales, L. (2003): Teoría de la organización. Un enfoque estratégico (6ª Edición). Ed. Pearson. Madrid.
- Lloria, M.B. (2020): Estructura de la organización y diseño de puestos. Ed. Tirant lo Blanch. Valencia.
- Lloria, M.B. (2025): Integración de las competencias en la gestión del talento. Ed. Tirant lo Blanch, Valencia (en prensa)
- Lloria M.B. y Mohedano-Suanes, A. (2017): Introducción a la dirección de empresas. Casos prácticos. Ed. Pearson
- Luna-Arocas, R. (2017): Gestión del Talento. De los Recursos Humanos a la Dirección de Personas basada en el Talento. Ed. Pirámide.
- Luna-Arocas, R. (2024): La gestión del talento en 3 pasos. Ed. Roberto Luna
- Pardo, M. y Luna, R. (2011): Recursos humanos para turismo. Ed. Pearson Prentice hall.
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