

**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Organisational Behaviour & Talent Management
Subject code	IBS-MBA-627
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [Second year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Carlos Puig Sagi-Vela
Schedule	Thursday 11,30-13,30
Office hours	Request by mail
Course overview	Understanding people within organisations and people management systems

Teacher Information	
Teacher	
Name	Carlos Puig Sagi-Vela
Department	Facultad de Ciencias Económicas y Empresariales (ICADE)
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**SPECIFIC DATA OF THE SUBJECT**

Contextualization of the subject
Contribution to the professional profile of the degree
Students will understand the crucial role of human behaviour within organisations. Both aspects, knowledge of the individual and management of the staff are covered. A systems point of view is established in two ways: a) employee behaviour is defined within a social system and b) people management tools are conceived as integrated whole aiming at human talent.
Prerequisites
This course is taught under the umbrella of the foundational knowledge of Organizational Behavior acquired throughout the master's program and aimed at developing conceptual, technical, and interpersonal competencies in people management, such as: Leadership and Change, Negotiation and Conflict Management, Intercultural Management and Diversity Management, and Knowledge Management — all



of which are delivered with a practical approach.

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG02</b>	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
<b>CG03</b>	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
<b>CG05</b>	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
<b>CG06</b>	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
<b>CG07</b>	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
<b>CG09</b>	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.

#### ESPECÍFICAS

<b>CE04</b>	Conceptualising the talent management function from a strategic and integration approach creating value within business organizations.
<b>CE05</b>	Capacity to identify key concepts impacting and explaining people's behaviours in decision-making processes within organisational contexts, and to acknowledge and handle management tools helping individuals and teams reach planned organisational goals.

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### ORGANISATIONAL BEHAVIOUR

1. Attitudes and personality
2. Emotional intelligence
3. Human perception and decision making
4. Motivation and motives



5. Group dynamics
6. Teamwork and communication
7. Conflict and negotiation

#### PEOPLE MANAGEMENT

1. Corporate strategy and people management
2. Sourcing and recruiting (internally and externally)
3. Assessment techniques and candidate selection
4. Learning needs, training delivery and evaluation
5. MBO & performance appraisal
6. Total compensation policy design

## TEACHING METHODOLOGY

### General methodological aspects of the subject

**Expository lessons.** Exhibition by which the teacher explains the basics with the active and collaborative participation of students. It will include dynamic presentations and participation through various activities such as viewings of audiovisual materials or reading articles or relevant information. They rely on media.

**Exercises and resolution of cases and problems.** Reading and resolution of cases necessary to implement in practice the acquired theoretical knowledge and promote the development of the understanding of theoretical models and their ability to discuss decisions. From a reading, case studies, self-diagnostic test of skill or ability, or any other material involving practical or theoretical application of the contents of the subject. Cases will be adapted to the subject matter to the greatest extent possible in order to train students in solving real problems and the acquisition of reflex reactions to unexpected situations and approaches.

**Individual and/or group study and programmed readings.** It is an essential individual work that students must take to make proper monitoring of the development of the course through all their training activities.

**Artificial Intelligence.** AI is permitted without restrictions and is used creatively to enhance problem-solving, generate novel ideas, or develop innovative solutions to address challenges.

## SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS	
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively
15.00	15.00
NON-PRESENTIAL HOURS	
Individual study and organized reading	Collaborative learning
30.00	15.00
ECTS CREDITS: 3,0 (75,00 hours)	



## EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Final exam <ul style="list-style-type: none"><li>Open questions</li></ul>	Correct response criteria	50
Group project	Quality of performance	20
Practical activities <ul style="list-style-type: none"><li>Individual exercises</li><li>Group work/tasks</li></ul>	Delivery and timeliness Quality of performance	20
Class participation	Attendance and participation	10

## Ratings

The evaluation activities will be graded with a grade from 1 to 10 prior to the application of their corresponding weights in the final grade.

In order to pass the course, the student must obtain a grade of 5 or more in each and every one of the evaluation activities.

Exercises that are NOT delivered in the exact conditions of place, date and time scheduled for each activity, and communicated in the chronogram of the subject, will NOT be taken into account.

Plagiarism in assignments and activities will be penalized.

### RETAKE:

Those students who, at the end of the ordinary teaching period of the course, have not met the requirements to pass it, may submit again to an evaluation process of the same in the period of retake exams.

In this retake period, students may repeat those evaluation activities for which they did not obtain a grade higher than or equal to 5.

For the calculation of the final grade of the course, and only in the case that they obtain a minimum score of "5" in the activity they are recovering, the weightings established as an evaluation rule will be applied.

### STUDENTS WITH A WAIVER OF CLASS ATTENDANCE:

Those students who have a waiver of class attendance will have to take only the "individual exams" activity, and their final grade in the course will be made up 100% by the grade in that activity. In this case, the student will be able to pass the course by taking a single final



# COMILLAS

UNIVERSIDAD PONTIFICIA

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**Syllabus**  
**2025 - 2026**

exam that will be weighted 100% of the final grade.

## USE OF ARTIFICIAL INTELLIGENCE

Any work found to contain blatant plagiarism of AI-generated content will be severely penalized in its assessment. AI may otherwise be used freely, provided it integrates with and supports students' viewpoints and reasoning.

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

- William C. Byham (1996) Developing dimension/competency based HR systems. Development Dimensions International
- Robbins and Judge (2013) Organizational behavior. Pearson
- GÓMEZ-MEJÍA, L y Otros. (2016) Gestión de Recursos Humanos. 8ª Ed. Madrid: Pearson.
- DESSLEE, G. (2015) Administración de Recursos Humanos. 14ª Ed. Madrid: Pearson
- ULRICH, D. y BROCKBANNK, W. (2007) La propuesta de valor de recursos humanos. Deusto S.A. Ediciones.
- BONACHE, J. y CABRERA, A. (2006) Dirección de personas: evidencias y perspectivas para el siglo XXI. 2ª Edición. FT. Prentice Hall. Madrid.
- PUCHOL, L. (2007) Dirección y Gestión de Recursos Humanos. 7ª Edición. Ediciones Díaz de Santos. Madrid
- WAYNE MONDY, R. (2010) Administración de Recursos Humanos. 11ª Edición. Pearson Educación. México.