

Workplace Wellbeing, Change Management and Healthy Organizations

Master's degree in: Human Resources and Talent Management

Subject: Organizational Effectiveness

Credits: 6 ECTS

Program: Master in Human Resources

Modality: On-campus Full-Time / Hybrid-Learning

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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1. Presentation

The subject of Workplace Wellness, Change Management and Healthy Organizations is fundamental in the training of professionals in human resources and business management, as it provides the knowledge and tools necessary to promote a healthy work environment, manage organizational changes effectively and promote the integral wellbeing of collaborators. Today, organizations recognize the importance of creating work environments that support the physical, mental and emotional well-being of their employees, as well as the need to effectively manage change processes to ensure adaptability and sustainability.

First, the study of well-being at work focuses on understanding the factors that influence the quality of work life, including ergonomics, work-life balance, occupational risk prevention, health promotion, and work-life balance. Students learn to identify and implement strategies to improve employee wellness, which contributes to talent retention, productivity and a positive work climate.

On the other hand, change management is a crucial aspect in today's business environment, where adaptability and responsiveness are critical to organizational success. Students study the theories and practices related to change management, including identifying resistance, effective communication, engaging employees, and implementing sustainable change processes.

In addition, the concept of healthy organizations focuses on creating work environments that promote holistic employee well-being, sustainability and corporate social responsibility. Students learn to design policies and practices that promote health, personal and professional development, and equity within the organization, which contributes to attracting talent and building a positive reputation

The course also addresses the importance of communication and employee participation in the promotion of well-being at work and change management, recognizing that the active involvement of employees is fundamental to the success of initiatives aimed at well-being and organizational transformation.

Therefore, the course provides future human resources and business management professionals with the necessary tools to promote well-being at work, effectively manage change processes and promote healthy and sustainable work environments. This knowledge and skills are critical to the success and sustainability of organizations in a dynamic and challenging business environment.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 3 The graduate will be able to identify relevant problems related to human resources management in organizational environments.

- RAT 4 The graduate will be able to identify the problems and difficulties involved in the management of human resources due to the organization's cultural diversity.
- RAT 5 The graduate will be able to distinguish the compensation policies of the organization, with an in-depth knowledge of the concepts that make up the wage bill and staff costs.
- RAT 6 The graduate will be able to describe the job profiles in order to adapt them to the company's strategic and competitive objectives.

2.2. Skills

- RAT 9 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 10 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 11 The graduate will be able to organize the roles and responsibilities in a human resources department taking into account the employees' capabilities as well as the organizational needs.
- RAT 12 The graduate will be able to apply professional methods and criteria to analyze and solve problems related to the strategic management of human resources.
- RAT 13 The graduate will be able to apply the labor legislation to the management of human resources in organizations.
- RAT 14 The graduate will be able to develop interpersonal skills of mediation and negotiation in labor conflicts.
- RAT 16 The graduate will be able to organize the different functional and business areas in order to have a positive influence on the organization's procedures and people.

2.3. Competences

- RAT 17 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.

- RAT 20 The graduate will be able to create a control system for the implementation of human resources policies.
- RAT 21 The graduate will be able to design indicators, scorecards and processes as a means of measuring the results of people, programs and human resources projects at the organizational level.
- RAT 22 The graduate will be able to design career plans for each job position with the skill profiles required by the organization.
- RAT 23 The graduate will be able to design recruitment and selection processes to ensure efficient human resources hiring.
- RAT 24 The graduate will be able to estimate human resources costs and their impact on the company's overall costs.

3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 1 The graduate will be able to design systems of motivation, participation and encouragement in the organization through group or individual work.
- RAM 2 The graduate will be able to adequately evaluate the job satisfaction of human resources for the improvement of business results through satisfaction measurement tools.
- RAM 4 The graduate will be able to apply in a solvent way the regulations in the field of occupational risk prevention policy in the company for the purpose of minimizing business risks, through the completion of a group exercise on the application of regulations.
- RAM 5 The graduate will be able to adequately prepare the development of ethical codes, work-life balance systems, equal opportunity and non-discrimination programs for gender or other reasons, and promotion of the quality of work life to improve the business work environment, preparing a project tailored to a real case.
- RAM 6 The graduate will be able to correctly apply management skills according to the needs of the situation, management and development of people, work teams, management of conflict resolution and negotiation in the organization in the performance of role plays and simulation cases.
- RAM 7 The graduate will be able to solvently design policies that promote occupational wellbeing and the safety and health of workers, through the drafting of an individual or group project.

- RAM 8 The graduate will be able to correctly design policies for the implementation of actions that promote job satisfaction and the development of an organization with motivated workers, through the application of motivation techniques in practical exercises.

4. Contents

- **Topic 1:** Methodologies for building healthy organizations
 - Initial self-diagnosis
 - Creation of a healthy work space
 - WHO model. Process for implementing healthy environments
 - European Network for the Promotion of Health at Work.
 - Healthy company certification

- **Topic 2:** Change management
 - Organizational change
 - The new demands of people management and the current context of change
 - Organizational change
 - Change management as a process
 - Effects and consequences of change in organizations
 - Resistance and barriers to change
 - Agents of change in organizations
 - Models, phases and stages

- **Topic 3:** Appreciative Inquiry
 - The importance of the process of inquiry for organizational change
 - Philosophical, psychological and strategic foundations
 - Core principles of appreciative inquiry
 - From SWOT to FOAR
 - Positive learning cultures

- **Topic 4:** Intervention and programs for health improvement
 - Stress management improvement programs
 - Burnout syndrome prevention
 - Work-life balance
 - Diversity management

- **Topic 5:** Compensation and benefits that improve the quality of work life
 - Salary and fair compensation
 - Social benefits
 - Recognition and professional development
 - Organizational culture and values

- **Topic 6:** Workplace wellness through talent development
 - Development management
 - The role of the manager as a supporter of employee development
 - Visible improvements in the quality of work life related to talent development

Knowledge	Presentation sessions	Student presentations
	Tutorials	Meetings to resolve doubts Follow-up meetings
	Audiovisual-based learning	Analysis of audiovisuals
	Reading-based learning	Reviews / Critical analysis
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

6. Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will

promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

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