



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Human Resources Management
Subject code	E000006889
Main program	<a href="#">Bachelor's Degree in Business Administration and Management</a>
Involved programs	Grado en Administración y Dirección de Empresas y Máster Universitario en Ingeniería Industrial [Sixth year] Grado en Administración y Dirección de Empresas y Máster Univ. en Ingeniería de Telecomunicación [Sixth year] Grado en Administración y Dirección de Empresas (E-2) [Third year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fourth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Third year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Fifth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Third year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Dr <sup>a</sup> María José Martín Rodrigo
Schedule	Consultar a tal efecto los horarios de los diferentes grupos y titulaciones en los que se imparte.
Office hours	Solicitar cita previa por email
Course overview	The importance of people and the management of their relationships in the organization: value proposition of Human Resources management processes. The employment function: talent attraction and selection policies. Loyalty and high performance policies in human resources: training, development and performance management. Talent retention policies: total compensation.

Teacher Information	
<b>Teacher</b>	
Name	Eduardo Gismera Tierno
Department	Departamento de Gestión Empresarial
E-Mail	egismera@icade.comillas.edu
<b>Teacher</b>	
Name	Javier Molina Rivera
Department	Departamento de Gestión Empresarial
E-Mail	jmolina@icade.comillas.edu
<b>Teacher</b>	
Name	Jorge Aracil Jordá
Department	Departamento de Gestión Empresarial



<b>Office</b>	Alberto Aguilera 23 (Previous appointment required by e-mail)
<b>E-Mail</b>	jaracil@comillas.edu
<b>Teacher</b>	
<b>Name</b>	María Belén Aldecoa Martínez
<b>Department</b>	Departamento de Gestión Empresarial
<b>Office</b>	Alberto Aguilera 23 (Previous appointment required by e-mail)
<b>E-Mail</b>	maldecoa@icade.comillas.edu
<b>Teacher</b>	
<b>Name</b>	María Jesús Belizón Cebada
<b>Department</b>	Departamento de Gestión Empresarial
<b>E-Mail</b>	mjbelizon@comillas.edu
<b>Teacher</b>	
<b>Name</b>	María José Martín Rodrigo
<b>Department</b>	Departamento de Gestión Empresarial
<b>Office</b>	Alberto Aguilera 23 [OD-204] (Previous appointment required by e-mail)
<b>E-Mail</b>	mariajo@icade.comillas.edu
<b>Teacher</b>	
<b>Name</b>	Montserrat Pantoja Zarza
<b>Department</b>	Departamento de Gestión Empresarial
<b>Office</b>	Alberto Aguilera 23 (Previous appointment required by e-mail)
<b>E-Mail</b>	mpzarza@icade.comillas.edu
<b>Teacher</b>	
<b>Name</b>	Pedro César Martínez Morán
<b>Department</b>	Departamento de Gestión Empresarial
<b>E-Mail</b>	pmartinez@icade.comillas.edu

## SPECIFIC DATA OF THE SUBJECT

### Contextualization of the subject

### Contribution to the professional profile of the degree

The current management perspective is an integrated approach that encompasses many different issues in the Business Organization area: people management, strategy design, organizational structure and development of new working structure. Human Resources Management subject is a core subject of the student curriculum, providing the Business Administration graduate with the knowledge



and skills needed to enhance the main asset in today's companies "human capital", to create value for both company and society.

Hence, this subject is not addressed solely from the functional point of view, but also from the business managers perspective, who must be familiar with these techniques and skills in order to establish key strategic guidelines to be followed. Therefore, it is essential that the company manager understands the purpose of each practice and the advantages and disadvantages of techniques used to carry them out. This is the true spirit of the subject within the Degree in Business.

## Prerequisites

The subject is undertaken in the second cycle of the Degree and it builds on the basic knowledge of Organizational Behavior, previously studied in the first cycle. Other related subjects that complement Human Resources Management are: Leadership, Negotiation Techniques and Communication Techniques, all of them undertaken in the second cycle with a practical approach.

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG02</b>	Resolución de problemas y toma de decisiones	
	<b>RA1</b>	Identifica de manera eficaz un problema y sus causas
	<b>RA2</b>	Proponer opciones y soluciones alternativas en la resolución del problema, estableciendo el plan de acción ad hoc
<b>CG03</b>	Capacidad de organización y planificación	
	<b>RA1</b>	Organizar la información relevante de los casos prácticos, en torno a los elementos teóricos adquiridos en clase y en las diversas fuentes documentales consultadas
	<b>RA2</b>	Gestionar los tiempos de trabajo en clase, para la preparación de los casos, su ejecución, revisión, registro y feed-back dentro de la misma
<b>CG05</b>	Conocimientos generales básicos sobre el área de estudio	
	<b>RA1</b>	Explica los aspectos clave de la materia de estudio analizando de manera crítica e independiente las cuestiones más problemáticas de la misma
<b>CG09</b>	Habilidades interpersonales: escuchar, argumentar y debatir	
	<b>RA1</b>	Escuchar activamente ejercitando de manera efectiva la comunicación verbal y no verbal durante los casos prácticos realizados en clase
	<b>RA2</b>	Realizar un intercambio persuasivo de ideas en un proceso negociador debatiendo con criterio y agilidad.
<b>CG10</b>	Capacidad de liderazgo y trabajo en equipo	
	<b>RA1</b>	Liderar el trabajo de un grupo logrando acuerdos sabios, favorables y justos para todas las partes



	<b>RA2</b>	Integrar las aportaciones de todos los miembros de un equipo en torno al proceso de negociación, enriqueciendo así la misma
<b>CG12</b>	Compromiso ético	
	<b>RA1</b>	Abordar los problemas de manera íntegra desde el respeto por los intereses y derechos humanos en un marco democrático
<b>ESPECÍFICAS</b>		
<b>CE13</b>	Conocimiento y comprensión de los determinantes básicos de la gestión en las organizaciones	
	<b>RA1</b>	Explicar el valor añadido de una gestión integrada de todos los procesos de recursos humanos reforzándose así la propia función
	<b>RA2</b>	Describir las políticas de atracción y selección vinculándolas a la estrategia empresarial
	<b>RA3</b>	Reconocer la importancia de las políticas de alto rendimiento: formación, desarrollo, gestión del desempeño y compensación como procesos motivacionales en la fidelización y retención del empleado

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### **UNIT 1: CREATING THE ENVIRONMENT: THE IMPORTANCE OF PEOPLE AND THEIR RELATIONSHIP MANAGEMENT IN THE ORGANIZATION**

- A. The HR function today and HR position in the organization structure.
- B. HR Value Proposition
- C. HR as a strategic partner: how HR can create a competitive advantage through people Management
- D. Manager role in HR function.
- E. Human Resources processes and the relationship between them.
- F. Internal communication: a relevant process for your organization

***The objective of this issue is that the participant understands the role that HR plays today in the people management and their role as managers, and show the whole picture of HR processes.***

#### **UNIT 2: FUNCTION OF EMPLOYMENT, RECRUITMENT AND PERSONNEL**

- A. RECRUITMENT Talent attraction and selection policies
  - a. Candidate profile study. Job analysis and competency analysis.
  - b. Recruitment sources and selection criteria
  - c. Selection phase. Tools used.
  - d. Induction process. Nuevas técnicas de selección de personal.

e. New selection techniques

- i. Head-hunter
- ii. Recruitment 2.0, e-recruitment

***The challenge of this topic is to provide the participant enough knowledge around talent attraction, selection and tools to retain this new talent in the organization, as well as provides the student the strategy tools to manage their own recruitment process.***

**UNIT 3: HIGH PERFORMANCE POLICIES IN HR: TRAINING, DEVELOPMENT AND PERFORMANCE MANAGEMENT**

- A. Importance of the training process in the talent development process.
- B. Training Process Management
  - a. The training plan as a strategic tool
  - b. Relationship between training and other HR processes
- C. New trends in training. Personal learning environment (PLE): E-Learning, MOOC platforms and other tools.
- D. The career development plan
- E. Competency profile Development as a tool in this process: Role of the company, the
- F. manager and the employee in the development process
- G. New Trends in career development: Coaching, mentoring.
- H. Performance Assessment Description of the process and reasons for implement. Conditions of effectiveness of EDD.
- A. Assessment cycle. Define, asses and objective review
- J. Assessment and feedback tools. 360
- K. The future of performance evaluation, emerging trends in evaluation.

***The challenge in this subject is to achieve three objectives:***

- 1. Analyze the training process from a systemic perspective revealing tools for training anagement from different point of view: manager and employee, as well as recent developments in this area.***
- 2. Know the tools of identification, planning and talent growth in the organizations and discuss their own responsibility as future leaders and as individuals in this process.***
- 3. Understand the concept of performance appraisal, its objectives and main phases of the process as well as main applications in the organization. Also discuss new trends and the future of the performance evaluation.***

**UNIT 4: SALARY COMPENSATION AND REWARD PROCESS**

- A. Reward process definition. Reward as a motivation tool.
- B. Salary Structure. Fixed salary, variable, fringe benefits.
- C. The payroll process. Basic concepts.
- D. New tools for remuneration:
  - a. The flexible reward system.
  - b. Non Cash Recognition
  - c. Incentive systems

***Main goal of this unit: is to understand basic structure of a Compensation System, focusing on the content of everything that substantially affects both the team leader and employee. This subject will not cover reward strategic decisions nor compensation***



*plan design.*

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### In-class Methodology: Activities

AF1. Lectures in which the teacher will present the main contents in a clear, structured and motivating way, usually supported by various audiovisual resources. They highlight what is essential in order to facilitate the individual learning process for the student and finally, doubts and suggestions from students are gathered and attended. Learning is a work of the student that no teacher can replace. In master classes, teachers are limited to develop the contents considered more important or more complicated to understand. The student should work on the issues prior to its exhibition in class. E To verify that the student meets its obligation, teachers may perform short tests prior to the presentation of the topics. They may also perform these exercises at the end of the class to test your understanding of the different contents ("One minute" paper).

CG03, CG05

AF2. Discussion sessions whereby the teacher explains the basics, with the active and collaborative participation of students. It includes dynamic presentations and formal or spontaneous participation of students through various activities (The first minutes of the class are used to explain what is going to be discussed, relating this to prior sessions. Then the objective of the session is set (what is this useful for?) and then, the theoretical concepts essential to be used and the practical applications in the real world are explained)

CG03, CG05

AF6. Analysis and resolution of cases proposed by the teacher, from a brief reading, a material prepared for the occasion, or any other data or information necessary to implement in practice the theoretical knowledge boosting the student's argumentative ability. They are based on the selection of materials suited to the course professional, to the greatest extent possible, in order to train the student in solving real problems and the ability to react to unexpected situations and approaches. Usually conducted in teams.

CG02, CG10, CG12



<p>AF7. Simulations, role plays, group dynamics. Simulations, role plays and other group dynamics are learning activities in which the student acts the part of another person. Students will analyze the situations, take decisions and identify and evaluate the consequences.</p>	<p>CG09, CE13</p>
<p>AF8. Public presentations. Presentations in class, individually or collectively. They will assess the conceptual organization, mastery of subject matter, the simplicity, rationality and respect of the different phases. In the case of team presentations the active contribution of team members will be assessed</p>	<p>CG03, CG12</p>

### Non-Presential Methodology: Activities

<p>AF10. Individual study made by the student in order to understand and retain scientific content with a possible future application in their profession. Individual reading of texts (literature) and notes of different types (books, magazines, loose articles, newspapers, Internet publications, reports on practical experiences, etc...) related to the subject. In the Resources Site of the University students can find documentation, materials of the sessions and practices.</p>	<p>CG03, CG05</p>
<p>AF11. Tutorials for Individuals or small groups, to solve problems that have may arise, as well as monitoring student progress.</p>	<p>CG03</p>
<p>AF12. Monographic Research team based, where the students will have to share information and resources to achieve a common goal. Individual objectives are achieved only if everyone achieves theirs, so there is a significant interdependency to achieve goals.</p>	<p>CG12</p>
<p>AF15. Organized Reading. Reading and analysis of relevant texts with various tasks to assess reading comprehension of an individual or group.</p>	<p>CG12</p>

### SUMMARY STUDENT WORKING HOURS

<b>CLASSROOM HOURS</b>
Sesiones presenciales
75.00
<b>NON-PRESENTIAL HOURS</b>



Trabajo autónomo del estudiante

75.00

ECTS CREDITS: 6,0 (150,00 hours)

## EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final written exam (objective test type) on the theoretical and practical foundations studied, explained and worked on in the subject (technical notes, presentations, debates, complementary articles, practical cases, invited experts, etc.). It must be approved to make an average with the rest of the elements that make up the evaluation of the subject.	<ol style="list-style-type: none"> <li>1. Global synthesis of the course.</li> <li>2. Comprehensive and relational capacity.</li> <li>3. Capacity for practical application.</li> </ol>	50
<p>Active participation in class.</p> <p>Quality of the attitude towards individual and team work in the learning activities programmed in the classroom. Public debates on the state of the art on current issues in people management.</p>	<p>Continuous assessment includes the student's commitment to learning the subject. For this, the participation, rigor and proactivity of the student in the learning activities programmed in the classroom (individual and / or collaborative) is measured: search for information sources; presentation and argumentative defense of solutions to silver problems, test, quizzes.... etc..</p> <p>For this, attendance and participation in class (in any face-to-face / virtual format) is necessary to be able to appreciate the performance of each participant, being monitored and verified by the teaching staff through different records (Moodle platform reports, signature control, self-registrations, etc.)</p> <p>Article 93.1 of the General Regulations of the University which indicates that the absence of more than a third of the teaching hours taught in each subject results in the impossibility of taking the exam in ordinary call.</p>	20
<b>Monographic research work</b> on the application of HR policies in a company, or on a current and relevant topic in People Management. <b>It must be presented and approved to be able to take the final exam.</b>	Capacity for analysis, argumentation and synthesis.	15
	<p>Autonomous work, teamwork and practical application in problem solving</p> <p>NOTE: <b>Regarding the improper use by students of</b></p>	





**Compulsory report of company consulting, in teams:** practical applications of the specific competences of the subject and their learning results. **It must be presented and approved to be able to take the final exam.**

**the GPT Chat and/or any other IAG** in all evaluation activities: it will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions tending to falsify or defraud the academic performance evaluation systems." The consequences of this will be "temporary expulsion of up to three months or the prohibition to take the exam in the next call to the imposition of the sanction, in one or several subjects of which the student is enrolled, [...] apart from assuming the grade of suspense (0) in the respective subject, [...] [and] the prohibition to take the exam in that subject in the following call".

**The teachers of the teaching team that allow its use for the elaboration of individual and cooperative works, will require the following from their students:**

- That they indicate explicitly and clearly what they have used IAG for (ChatGPT). All content created with generative AI must be labeled as such. All content that uses generative AI and is adapted must be labeled as such, as well as cite authors.
- That they include as additional material (annexes) the complete prompt (questions and answers) of their conversation with IAG (ChatGPT) to generate the task.
- If the work is in a group, it is advised that the detection of improper use will result in a sanction (art. 168.2.e of the General Regulations of the University) to all the members of the group.
- Require that the work include academic references and recent data.
- Propose partial deliveries of the work, with an evaluation of each one of them. Request to carry out an oral defense, to verify the veracity of the sources and ensure learning
- The teaching staff could request that the works be defended orally to verify the veracity of the authorship and ensure the learning of the students.

15 %

## Ratings

### EXTRAORDINARY EVALUATION

#### 1. Students with schooling exemption: Exchange Students

1. it will be of full responsibility of the student to communicate their situation by mail to the corresponding Professor in the first month of course and send their curriculum (with recent photo) at that time.
2. Regular theoretical and practical exam with a weight of 100%. To optimize the score in this examination, the student will find in the space reserved for the course in Moodle, the relevant documentation to the effect.

**2. Students that failed during the ordinary evaluation:**

Student that failed the exam, but qualified in the rest of the elements:

- Exam with 2 parts: Application of theoretical knowledge (25%) in the resolution of problems of HR (25%) = 50% (The other 50% are course notes (50%))

Student failing some of the elements of the evaluation, but qualifying in the exam:

- Will need to deliver the relevant essays as requested by the professor to compensate the gap, with previous approval by the subject coordinator.

Student failing all elements of the evaluation, also failing the exam or missing it:

- Individual monography (30%) and public defense in front of the professors (20%) =50%
- Exam with 2 parts: Application of theoretical knowledge (25%) in the resolution of problems of HR (25%) = 50%

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

1. ARMSTRONG, M. y TAYLOR, S. (2020) *Armstrong's Handbook of Human Resource Management Practice*. 15ª Edición. Kogan Page.
2. BONACHE, J. y CABRERA, A. (2006) *Dirección de personas: evidencias y perspectivas para el siglo XXI*. 2ª Edición. FT. Prentice Hall. Madrid.
3. CHIAVENATO, I. (2017) *Administración de Recursos Humanos: El capital Humano de las Organizaciones*. 10ª Ed. McGraw Hill.
4. DESSLER, G. (2020) *Administración de Recursos Humanos*. 16ª Ed. Pearson
5. GÓMEZ-MEJÍA, L y Otros. (2016) *Gestión de Recursos Humanos*.8ª Ed. Madrid: Pearson.
6. NOE, R.A., HOLLENBECK, J.R., GERHART, B., & WRIGHT, P.M. (2017). *Fundamentos de la Dirección de Recursos Humanos*. 6ª Edición. McGraw Hill Education.
7. PUCHOL, L. (2007) *Dirección y Gestión de Recursos Humanos*. 7ª Edición. Ediciones Díaz de Santos. Madrid
8. ULRICH, D. y BROCKBANK, W. (2007) *La propuesta de valor de recursos humanos*. Deusto S.A. Ediciones.
9. ULRICH, D., ALLEN, J., BROCKBANK, W., YOUNGER, J., & NYMAN, M. (2015). *HR from the Outside In: Six Competencies for the Future of Human Resources*.2ª Edición. McGraw Hill Professional.
10. WAYNE MONDY, R. (2010) *Administración de Recursos Humanos*. 11ª Edición. Pearson Educación. México.

### Complementary Bibliography

#### Manuals

In the Resources Website there will be available a file with the program of each Topic and specific Bibliography...

#### Articles

Delivered in class, when necessary. Interesting articles and reports of trends in HRM will be also displayed in the Resources Site. (Towers & Perrin, Cranfield, Fundipe,etc...)



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2023 - 2024**

Web pages

Resources Sites and links of interest

Class notes

Summary of each unit with presentation support available in Resources site.

Other materials

Documents used in class

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data [that you have accepted on your registration form](#) by entering this website and clicking on "download"

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)