TECHNICAL SHEET OF THE SUBJECT

Data of the subject

Subject name	People Management/Dirección de Personas
Subject code	E000013645
Mainprogram	Grado en Análisis de Negocios/Business Analytics
Involved programs	Grado en Análisis de Negocios/Business Analytics y Grado en Relaciones Internacionales [Fifth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	María Jesús Belizón Cebada
Schedule	Check the timetable of this module for this academic year.
Office hours	Contact the lecturer to arrange office hours.
Course overview	ANECA: The Human Resources (HR) function in the context of the digitized and global company. Starting from the understanding of human behavior within organizations (what happens and why), the strategic and operational dimensions of people management in the organization are addressed: workflow management and analysis, evaluation and description of positions; diversity management; employment policies (recruitment, selection and hiring); workforce adjustment processes and management of labor disengagement; training and development of professional careers; performance management; compensation / remuneration management; application of data analytics for the identification and development of leadership, talent management, promotion and engagement, sentiment analysis (work climate), talent identification and recruitment, performance and remuneration analysis and predictive analytics.

Teacher Information

Teacher

Name	María Jesús Belizón Cebada
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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

CG01	Capacidad de organización y planificación en la identificación de problemas en el contexto de datos masivos
CG04	Capacidad para elaborar proyectos e informes de manera oral y escrita, difundiendo estas ideas a través de canales digitales
CG06	Habilidades interpersonales en la sociedad de la información: escuchar, argumentar y debatir
CG08	Capacidad crítica y autocrítica en la sociedad de la información
CG09	Compromiso ético en la sociedad de la información
CG11	Capacidad para aprender y trabajar autónomamente en la sociedad de la información

ESPECÍFICAS

CE03		Identificar y resolver los dilemas éticos y de sostenibilidad que se presentan en los procesos de toma de decisiones inherentes a la actividad empresarial, reconociendo la complejidad que en la respuesta a dichos dilemas aporta un entorno digitalizado y global, con base en valores éticos y morales universales que se materializan en instrumentos de gestión y planificación estratégica
CEO02		Concebir y practicar la función de gestión de personas desde una perspectiva estratégica y actual, orientada a la generación de valor en organizaciones digitalizadas.
	RA1	Es capaz de diseñar un Departamento de RR HH, explicitando la estructura y funciones básicas del mismo para empresas que operan en un contexto digitalizado global, la dependencia jerárquica y funcional dentro de la estructura organizativa, el perfil del director y el equipamiento humano y material necesario
	RA2	Formula las políticas básicas de gestión de recursos humanos y hace uso de las herramientas informáticas existentes reconociendo su utilidad para la Gestión Integral de RRHH

RA3	Comprende cómo se desarrolla el proceso de análisis y descripción de puestos de trabajo y su utilidad para la Gestión Integral de los Recursos Humanos, siendo capaz de realizarlo explicitando las fases y los elementos que se han de considerar a tal fin	
RA4	Comprende la utilidad de distintas herramientas de analítica de datos para la Dirección de Personas	

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

UNIT 1: HRM IN CONTEXT*: THE IMPORTANCE OF MANAGING PEOPLE IN THE ORGANIZATION*

1. The HR function today
2. HR as a strategic partner: how HR can create a competitive advantage through people Management
3. Manager role in HR function
4. Human Resources processes: the employee lifecycle
5. Current HR trends: digitalisation, work in a post Covid society, etc.
6. The use of analytics to drive HR decision-making

The objective of this topic is that students understands the role that HR plays today in managing people in organisations and their role as managers, and show the landscape of HR processes.

UNIT 2: JOB ANALYSIS, RECRUITMENT AND SELECTION

1. Talent attraction as a two-step process: recruitment and selection
2. Candidate profile study. Job analysis and competency analysis
3. Recruitment sources and selection criteria
4. Selection phase. Tools used
5. Key notions around employee onboarding
6. Use case: analytics for recruitment and selection

The aim of this topic is to provide students with 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: *TRAINING, DEVELOPMENT AND PERFORMANCE MANAGEMENT*

1. Importance of the training process in the talent development process.
2. Training Process Management
    1. The training plan as a strategic tool
    2. Relationship between training and other HR processes
3. New trends in training
4. The career development plan
5. Competency profile Development as a tool in this process: Role of the company, the
6. Manager and employees in the development process
7. New Trends in career development: Coaching, mentoring.
8. Performance Assessment Description of the process and reasons for implement. Conditions of effectiveness of the performance review.
9. Assessment cycle. Define, asses and objective review

10. Assessment and feedback tools (360)

11. The future of performance evaluation, emerging trends in evaluation

12. Use case: analytics for performance review management

With this unit we aim that students will learn the basics of talent management and will be able to:

1. *Analyse the training process from a systemic perspective revealing tools for training management 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: *COMPENSATION AND REWARD PROCESS*

1. Reward process definition. Reward as a motivation tool.

2. Salary Structure. Fixed salary, variable, fringe benefits.

3. The payroll process. Basic concepts.

4. New tools for remuneration:

    1. The flexible reward system.

    2. Non monetary recognition

    3. Other incentive systems

5. Use case: analytics for compensation and rewards

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
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.	CG09, CE13
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	CG03, CG12

Non-Presential Methodology: Activities

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.	CG03, CG05

AF11. Tutorials for Individuals or small groups, to solve problems that have may arise, as well as monitoring student progress.	CG03	
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.	CG12	
AF15. Organized Reading. Reading and analysis of relevant texts with various tasks to assess reading comprehension of an individual or group.	CG12	

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de Carácter expositivo	Ejercicios y resolución de casos y de problemas	Simulaciones, juegos de rol, dinámicas de grupo
31.00	22.00	22.00
NON-PRESENTIAL HOURS			
Ejercicios y resolución de casos y de problemas	Estudios individual y/o en grupo, y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos	Simulaciones, juegos de rol, dinámicas de grupo
17.00	21.00	20.00	17.00

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.	1. Global synthesis of the course. 2. Comprehensive and relational capacity. 3. Capacity for practical application.	50
	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	

Active participation in class. 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.	argumentative defense of solutions to silver problems, test, quizs.... etc.. 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.) 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.	20
Monographic research work on the application of HR policies in a company, or on a current and relevant topic in People Management. **It must be presented and approved to be able to take the final exam.**	Capacity for analysis, argumentation and synthesis.	15
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.**	Autonomous work, teamwork and practical application in problem solving NOTE: **Regarding the improper use by students of 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.	15

- 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.

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. (2023) *Armstrong's Handbook of Human Resource Management Practice.*16ª Edición. Kogan Page.
2. Edwards, M., Edwards, K. and Jang, D. (2024) Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
3. BONACHE, J. y CABRERA, A. (2006) *Dirección de personas: evidencias y perspectivas para el siglo XXI.* 2ª Edición. FT. Prentice Hall. Madrid.
4. BRATTON, J. y GOLD, J. (2022). *Human Resource Management: Theory and Practice.* 7ª Edición. Red Globe Press
5. CHIAVENATO, I. (2017) *Administración de Recursos Humanos: El capital Humano de las Organizaciones.* 10ª Ed. McGraw Hill.
6. DESSLER, G. (2020) *Administración de Recursos Humanos*. 16ª Ed. Pearson
7. GÓMEZ-MEJÍA, L y Otros. (2016) *Gestión de Recursos Humanos.*8ª Ed. Madrid: Pearson.
8. NOE, R.A., HOLLENBECK, J.R., GERHART, B., & WRIGHT, P.M. (2017).*Fundamentos de la Dirección de Recursos Humanos*. 6ª Edición. McGraw Hill Education.
9. PUCHOL, L. (2007) *Dirección y Gestión de Recursos Humanos.* 7ª Edición. Ediciones Díaz de Santos. Madrid
10. ULRICH, D. y BROCKBANNK, W. (2007*) La propuesta de valor de recursos humanos*. Deusto S.A. Ediciones.
11. 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.
12. 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...)

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