TECHNICAL SHEET OF THE SUBJECT

Data of the subject

Subject name	Human Resources Management
Subject code	E000006889
Mainprogram	Bachelor's Degree in Business Administration and Management
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 Grado en Derecho (E-3 16) [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Drª 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

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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.

And in the spirit of Ignatian university education, this course aims to train leaders who manage an organization's human resources/people in a competent, conscious, critical, and compassionate manner, thus contributing to empowering organizations' human capital management from a transformational perspective, achieving a more humane, more just business society that serves the "Common Home" in a comprehensive and sustainable manner. (Comillas 2030 Strategic Plan. Project C1 - CARE FOR THE COMMON HOME inspired by the Encyclical "Laudato si" (Pope Francis); and Project C2 - A UNIVERSITY COMMITTED to social justice in each of its university activities, aligning ourselves with the mission and vision of the Society and the 2030 Agenda.

Prerequisites

It is taught in the second cycle of the degree, building on the basic knowledge of Organizational Behavior previously acquired throughout the first cycle and simultaneously complementing it with subjects aimed at developing conceptual, technical, and interpersonal skills in people management, such as: Management Skills, Leadership and Change, Negotiation Techniques, and Conflict Management, taught in the second cycle and of an applied nature.

 In an Ignatian vein, the course also draws on the subjects of the diploma in personal and professional skills, which is taught in parallel with the degree in the Faculty of Economics and Business Administration and which reinforce the emotional intelligence skills necessary to delve deeper into the five Ignatian principles and foundations: plenitude, otherness, service, gratitude, and discernment.

Competencies - Objectives

Competences

GENERALES

CE13		Reconocer la gestión de las personas en las organizaciones como una propuesta de valor para todos los stakeholders.
	1	Explicar el valor añadido de una gestión integrada de todos los procesos de recursos humanos reforzándose así la propia función.
	2	Describir las políticas de atracción y selección vinculándolas a la estrategia empresarial
	3	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.
CG1		Adquirir una base de conocimientos sólida y relevante sobre la disciplina científica y empresarial
	RA1	Identifica, define y explora las problemáticas concretas del área de estudio de manera lógica y coherente dentro de un marco analítico adecuado
CG3		Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos
	RA1	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa

CG4		Capacidad para liderar de manera positiva personas y equipos de trabajo que, impulsen proyectos empresariales innovadores dando respuesta así, a las nuevas oportunidades de negocio, mediante soluciones creativas
	RA1	Lidera positivamente personas y equipos de trabajo generando soluciones innovadoras para los problemas y oportunidades empresariales detectadas
	RA2	Pone en práctica estrategias y tácticas creativas requeridas en los procesos de innovación, en las que participan todos los miembros del equipo, tratando siempre de alcanzar acuerdos y objetivos comunes.
CG5		Desarrollar habilidades interpersonales que refuercen el aprendizaje de un trabajo autónomo, bien organizado y planificado y que esté orientado a la acción y a la calidad.
	RA1	Desarrolla habilidades académicas, interpersonales e instrumentales necesarias para la investigación independiente, relacionando los conocimientos adquiridos con las distintas aplicaciones profesionales o prácticas reales
CG6		Pronunciarse de manera ética y comprometida sobre asuntos medioambientales, sociales y de gobierno corporativo que regulan un nuevo escenario empresarial.
	RA1	Identifica en los ejercicios y casos prácticos las actuaciones profesionales que se corresponden con valores éticos.
	RA2	Establece los límites del comportamiento íntegro que regulan el nuevo escenario empresarial.
CG7		Reconocer la riqueza de la diversidad y multiculturalidad de personas y enfoques de la realidad empresarial, siendo capaces de elaborar y comunicar en contextos diversos ideas, proyectos, informes, soluciones y problemas, en un clima constructivo y de respeto al otro.
	RA1	Argumenta de manera independiente y crítica sobre conceptos y teorías diversas apreciando la amplitud y el valor de las diferentes perspectivas con conciencia intercultural y perspectiva global.
	RA2	Elabora proyectos e informes profesionales con rigor y precisión, transmitiéndolos con fluidez y claridad, en distintos ámbitos empresariales y culturales.
CG8		CG8 Reforzar la capacidad de gestión del cambio que apoye la transformación digital de la sociedad contemporánea con Tecnologías de la Sociedad de la Información, nuevas formas de organización del trabajo y nuevos modelos de negocio.
	RA1	Identifica necesidades y recursos tecnológicos a la hora de resolver problemas conceptuales y técnicos a través de medios digitales
	RA2	Se comunica eficazmente y de manera proactiva en entornos digitales, compartiendo recursos a través de herramientas en línea, colaborando con otros a través de herramientas digitales, e interactuando en comunidades y redes profesionales.

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

The course's approach is eminently practical, centered on student learning, encouraging their autonomy and active participation in the process, with the goal of helping them develop the skills necessary to function confidently in their future careers. To develop the content and skills described in the previous sections, the following activities will be carried out.

In-class Methodology: Activities

AF1. Lectures in which the teacher presents the main content in a clear, structured, and motivating manner, usually supported by various audiovisual resources. Essential aspects are emphasized to facilitate the student's personal learning process, and finally, students' suggestions and questions are addressed and collected. Learning is the student's responsibility, which no teacher can replace. In lectures,

teachers will limit themselves to developing the content they consider most important and/or most difficult to understand. Students must bring the topics they have worked on before presenting them in class. To ensure that students are fulfilling their obligations, teachers may conduct short exercises prior to presenting the topics. They may also conduct these exercises at the end of the class to check understanding of the different content (One-Minute Paper).

AF2. Participatory expository sessions. A lecture in which the teacher explains the basic concepts, with the active and collaborative participation of the students, who discuss and debate any obscure points or nuances that are relevant to a correct understanding of the content. It will include dynamic presentations and organized or spontaneous student participation through various activities, as well as forums for audiovisual materials. (The first few minutes of class are used to situate what will be taught within the general framework of the subject, relating it to previous sessions. The objective of the lesson to be taught is outlined (what is the purpose of what will be covered?), then the essential theoretical concepts to be used and their practical applications in the company are presented.)

AF6. Analysis and resolution of cases proposed by the professor, based on a brief reading, specially prepared material, or any other type of data or information that allows for the practical application of acquired theoretical knowledge and fosters the development of the student's argumentative skills. These are based on the selection of professional materials adapted to the subject, as much as possible, with the aim of training students in solving real problems and acquiring reflexes for reacting to unexpected situations and approaches. Team work is usually done.

AF7. Simulations, role-playing, group dynamics. Simulations, role-playing, and other group dynamics are learning activities in which the student takes the place of another person. Situations are analyzed, decisions are made, and the resulting consequences are identified and evaluated.

AF8. Public presentation of topics or projects. Presentation and defense before the professor and the rest of the class. This can be done individually or in groups. Considerations will be given to conceptual organization, mastery of the subject matter, clarity of presentation, respect and rationality of the different phases, and, if the exercise is a group exercise, the active collaboration of each team member.

Non-Presential Methodology: Activities

AF10. Individual study and expansion of the student's documentation to understand, revise, and retain scientific content with a view to possible application in their professional field. Individual reading of texts (bibliography) and notes of various types (books, magazines, individual articles, newspapers, online publications, reports on practical experiences, etc.) related to the subjects studied. Students can find documentation and materials from sessions and practicals on the University Resources Portal.

AF11. Academic tutoring, either individually or in very small groups, to resolve problems that may arise during the course of learning the subject or in the process of acquiring the corresponding skills, as well as to monitor student progress in their work.

AF12. Monographic research. A cooperative learning procedure that begins with assigning students to teams and setting up a task that requires research and sharing information and resources among team members to achieve a common goal. Individual goals are achieved if and only if others achieve theirs, so there is a high level of personal interdependence in achieving these goals.

AF15. Organized reading. Reading and analysis of relevant texts with various tasks that assess reading comprehension, either individually or in groups.

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	Estudio 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

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 written exam (objective test) on the theoretical and practical foundations studied, explained, and worked on in the course (technical notes, presentations, debates, supplementary articles, case studies, invited experts, etc.). It must be passed to be compared with the rest of the elements that make up the course assessment.	1. Overall summary of the entire course. 2. Comprehension and relational skills. 3. Practical application skills.	50 %
Active participation in class and learning activities for continuous assessment. Quality of attitude toward individual and teamwork in classroom learning activities. Public debates on the state of the art in current topics in people management.	Continuous assessment reflects student commitment to their learning of the subject. To this end, students' participation, rigor, and proactivity in classroom-scheduled learning activities (individual and/or collaborative) are measured: searching for information sources; presenting and defending solutions to problems; tests, quizzes, etc. To this end, class attendance and participation (in any in-person or virtual format) are required to assess each participant's performance. These are monitored and verified by faculty through various records (Moodle platform reports, signature control, self-registrations, etc.). Article 93.1 of the University's General Regulations states that failure to attend more than one-third of the teaching hours taught in each subject will result in the inability to sit for the exam in the regular session.	20 %

Research essay on the application of HR policies in a company, or on a current and relevant topic in People Management. It must be submitted and passed in order to take the final exam.	Ability to analyze, argue and synthesize.	15 %
Mandatory business consulting report, as a team: practical applications of the subject's specific competencies and their learning outcomes. Must be submitted and passed in order to sit the final exam.	Independent work, teamwork, and practical application in problem solving	15 %

Ratings

NORMAS GENERALES DE LA ASIGNATURA

GENERAL RULES TO BE OBSERVED IN THE DEVELOPMENT OF LEARNING ACTIVITIES

For the purposes of the normal development of classroom work sessions, the teaching team of this subject values students' active listening and participation, which fosters connection with shared reflections on the subject content. In this sense, the use of electronic devices outside of the time expressly reserved for this purpose in the context of the class will be considered negative.

Likewise, please remember that plagiarism will be penalized in accordance with the provisions of the General University Regulations, Article 168.2.e: "carrying out actions intended to falsify or defraud academic performance evaluation systems." Plagiarism will be considered when:

- No bibliographic references are included, nor are the sources consulted for the preparation of the work properly cited (whatever the source, it must always be cited).
- There is no clear difference between the original information and the revision made by the person submitting the work.
- Some words in the original text are replaced, without any real reformulation of the content.

Regarding the use of generative artificial intelligence (AI) tools, their misuse will be considered a serious offense, according to the University's General Regulations, Article 168.2.e: "carrying out actions intended to falsify or defraud academic performance evaluation systems." Any fraudulent or undisclosed use of artificial intelligence in unauthorized assignments, especially in final submissions or individual evaluations, will be considered a serious breach of academic honesty. The consequences of this, after being proven and the corresponding disciplinary proceedings are initiated, are a grade of fail (0) for the subject and the inability to take the next exam session. In the case of group work, please note that detection of improper use of these tools will result in the application of the corresponding sanctions (Article 168.2.e of the General University Regulations) to all members of the group.

The specific conditions for the use of AI for each phase of the teaching-learning process in the Human Resources Management course are detailed below:

Specifically, in the HUMAN RESOURCES MANAGEMENT course, Level 2 of the AI Assessment Scale (Perkins, Furze, Roe & MacVaugh, 2024) will be applied, corresponding to the AI Planning category. Specifically, the use of artificial intelligence tools (e.g., Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized exclusively in specific and initial phases of the different group work processes, related to the preliminary search for information to develop initial questions and hypotheses, generate ideas, facilitate the understanding of complex texts, and design presentations for communicating results.

Faculty may require partial submissions of assignments/learning activities/consultancy reports, as well as oral defenses of projects, to verify the content's true authorship and ensure group learning.

For assignments where the use of AI is permitted, students must clearly and thoroughly document:

- The name of the tool used (e.g., GPT, Elicit, Scholar AI);
- The prompt or query performed;
- The section of the assignment in which AI was used;
- How the generated content was reformulated or reworked.

IMPORTANT: Incorporating AI-generated text directly into assessable final products is not permitted. AI can be used as a support tool during the development process, but it cannot replace individual academic production. The purpose of this approach is for students to develop not only technical skills in the use of AI tools, but also critical, ethical, and reflective competencies for their application in the academic and professional fields in the area of HUMAN RESOURCES MANAGEMENT.

Evaluation in ordinary call

To pass the course in the regular session, the student must complete each and every assessment activity listed in this guide.

Assignments that are NOT submitted at the exact location, date, and time scheduled and communicated at the beginning of the course/semester in the course schedule will NOT be considered for grading purposes.

Evaluation in extraordinary call

Students with tuition exemption: Exchange students

1. It is the student's sole responsibility to notify the corresponding professor of this curricular adaptation by email within the first month of the course.
2. Regular theoretical-practical exam with a 100% score. To optimize their results on this exam, students will find the relevant documentation in the space reserved for the subject on the Moodle platform.
3. If the exchange student has not taken the course abroad, they must take the exam under the same conditions as if they had failed the course, or if they did not show up (the third scenario in the following case).

Students who failed the regular exam:

1.- Students who failed the exam but passed the remaining elements:

Two-part exam: Application of theoretical knowledge (25%) in HR problem-solving (25%) = 50% (and averaged with the remaining course grades (50%))

2.- Students who did not pass any of the other assessment elements but did pass the exam:

They must submit the relevant essays established by the course instructor to compensate for this gap, subject to validation by the course coordinator.

3.- Students who did not pass any of the assessment elements by failing the exam or not showing up:

Monographic project Individual (30%) and public defense of the same before a panel composed of the professor and other professors from the teaching team (20%) = 50%
Exam with two parts: Application of theoretical knowledge (25%) in solving HR problems (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. BONACHE, J. y CABRERA, A. (2006) *Dirección de personas: evidencias y perspectivas para el siglo XXI*. 2ª Edición. FT. Prentice Hall. Madrid.

3. BRATTON, J. y GOLD, J. (2022). *Human Resource Management: Theory and Practice.* 7ª Edición. Red Globe Press

4. CHIAVENATO, I. (2017) *Administración de Recursos Humanos: El capital Humano de las Organizaciones.* 10ª Ed. McGraw Hill.

5. DESSLER, G. (2020) *Administración de Recursos Humanos*. 16ª Ed. Pearson

6. GÓMEZ-MEJÍA, L y Otros. (2016) *Gestión de Recursos Humanos*.8ª Ed. Madrid: Pearson.

7. NOE, R.A., HOLLENBECK, J.R., GERHART, B., & WRIGHT, P.M. (2017).*Fundamentos de la Dirección de Recursos Humanos*. 6ª Edición. McGraw Hill Education.

8. PUCHOL, L. (2007) *Dirección y Gestión de Recursos Humanos.* 7ª Edición. Ediciones Díaz de Santos. Madrid

9. ULRICH, D. y BROCKBANNK, W. (2007*) La propuesta de valor de recursos humanos*. Deusto S.A. Ediciones.

10. 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.

11. 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