TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Human Resource 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 [Sexto Curso] Grado en Administración y Dirección de Empresas y Máster Univ. en Ingeniería de Telecomunicación [Sexto Curso] Grado en Administración y Dirección de Empresas (E-2) [Tercer Curso] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3) [Cuarto Curso] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Cuarto Curso] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Tercer Curso] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Quinto Curso] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Tercer Curso]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial

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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

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

CG12		Compromiso ético
	RA1	Abordar los problemas de manera íntegra desde el respeto por los intereses y derechos humanos en un marco democrático

ESPECÍFICAS		
CE13		Conocimiento y comprensión de los determinantes básicos de la gestión en las organizaciones
	RA1	Explicar el valor añadido de una gestión integrada de todos los procesos de recursos humanos reforzándose así la propia función
	RA2	Describir las políticas de atracción y selección vinculándolas a la estrategia empresarial
	RA3	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
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
Sesiones presenciales
75.00
NON-PRESENTIAL HOURS
Trabajo autónomo del estudiante
75.00
ECTS CREDITS: 6,0 (150,00 hours)

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final written exam: on the fundamentals of HR studied along the sessions	Argumentative and expositive ability Comprehensive and relational ability.	50 %
Active participation in class and forums. Quality attitudes towards individual and team work. Public discussions in current issues in managing people.	Participation and rigorous Approach to the subject. Proactivity, teamwork.	10 %
Monographic Essay of research on the application of HHRR policies in a cormpany, or on an actual and relevant topic in people management.	Synthesis ability. Ability to argument and show ideas. Public presentation and defense.	15 %
Resolution of 2 case studies: practical		

applications of skills in each of the topics. They must be submitted and approved to the exam. (Note of internal regime to take forward the case studies carried out in class: If students make with their teams a certain practice in class, the individual mark given is the same for all of the team members. If a student has not been able to attend the session in which the practice is done, he/she will need to justify their absence with the relevant documentation. In this case, the student will never get the group's mark. Only if the justification is relevant, the student will be able to deliver the exercise, following the directions given by the Professor with academic rigor). Group and individual activities for on-going evaluation are included here.	Individual work, team work and practical application	25 %

Ratings

 EXTRAORDINARY EVALUATION

1. Students with schooling exemption: Exchange Students

   a. 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.
   b. 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 professor (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. GÓMEZ-MEJÍA, L y Otros. (2016) Gestión de Recursos Humanos.8ª Ed. Madrid: Pearson.
2. DESSLEE, G. (2015) Administración de Recursos Humanos. 14ª Ed. Madrid: Pearson
3. ULRICH, D. y BROCKBANNK, W. (2007) La propuesta de valor de recursos humanos. Deusto S.A.

   Ediciones.

4. BONACHE, J. y CABRERA, A. (2006) Dirección de personas: evidencias y perspectivas para el siglo XXI 2ª Edición. FT. Prentice Hall. Madrid.
5. PUCHOL, L. (2007) Dirección y Gestión de Recursos Humanos. 7ª Edición. Ediciones Díaz de Santos Madrid
6. 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

form by entering this website and clicking on "download"

https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792