

1. - SUBJECT TECHNICAL INFORMATION

General Information	
Name	Human Resource Management
Degree	Bachelor in Business Administration and Management
Year	Third
Period	First Fall
Credits ECTS	5
Hours per week	3.5 hpw (2 sessions, 2 hours and 1 hour and half respectively)
Type	Optional.
Department	Business Management
Area	Human Resources
Subject coordinator	Dr. María José Martín Rodrigo mariajo@cee.upcomillas.es Faculty Office O-309 (Direction of Studies)

Faculty	
Professor: Belén Aldecoa	
Office	OD-224
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Office Hours	Appointed by mail required.

2. - SPECIFIC DATA OF THIS SUBJECT

Context of this subject
<p>Professional profile contribution</p> <p>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.</p> <p>Human Resources Management subject is a core subject of the student curriculum, providing the bachelor in Business Administration 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 .</p> <p>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.</p> <p>Aims to develop the participant's ability to make decisions regarding the Human Resources function that will put the organization in a position of advantage in relation to its competitors and environmental conditions. We seek to understand the design of the human system, the organizational culture and potential leadership styles that define boundaries and promote both the</p>

realization of individual talents, such as effectiveness in group and team work, Administration and Management...

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 (second cycle)...

3. - TOPIC AREAS AND CONTENTS

Syllabus
PART 1: INTRODUCTION. ACTUAL CONTEXT
PART 2: HUMAN RESOURCES VALUE AND ORGANIZATIONAL CONTEXT. The objective of this topic is to understand the HR role and people management in actual organizations, as well as the manager role in HR processes implementation. Show the full picture of HR processes and provide a global vision of HR value proposition and future challenges that the HR function is facing today.
PART 3: EMPLOYMENT FUNCTION, RESOURCING PROCESS. This challenge in this topic is to provide the participant enough knowledge around talent planning, 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.
PART 4: TRAINING PROCESS AS A KEY TO IMPROVE PERFORMANCE IN THE ORGANIZATION. The main goal of this part of the subject is analyze training process from a systemic perspective by raising awareness of the different tools that should be understood and use both from HR department and line managers. New tendencies and tools in training process will be analyzed too.
PART 5: PROFESSIONAL CAREER DEVELOPMENT The objective of this part is to know different tools to plan, identify and grow talent in the organizations and discuss with participants about their responsibilities in this process both as future line managers and employees.
PART 6: PERFORMANCE MANAGEMENT PROCESS The purpose of this module is to understand the performance management process, objectives and main phases and applications. Also new trends will be discussed and the future of this process.
PART 7: SALARY COMPENSATION AND REWARD PROCESS Main goal of this part, is to understand basic structure of a compensation System, focusing on the content of everything that substantially affects both the team leader and employee. It is not matter of this subject reward strategic decisions or compensation plan design.

4. - OBJETIVES

Competencies
General Competencies of the course
Instrumental
<p>IGC 1. Analysis and synthesis capabilities. IGC 2. Problem-solving and decision-taking. IGC 3. Organizational and planning skills. IGC 4. Ability to manage information from different sources. IGC 5. Working knowledge about the study area. IGC 6. Oral and written communication in English. IGC 8. Computing skills related to the study area</p>
Interpersonal
<p>PGC 9. Interpersonal skills: listening, augmenting and discussing. PGC 10. Leadership and teamwork. PGC 11. Critical awareness and self-criticism. PGC 12. Ethical commitment. PGC 13. Recognition and respect for diversity and multicultural background.</p>
Systemic
<p>SGC 14. Ability to learn and work autonomously. SGC 16. Action and quality orientation. SGC 17. Communicability of projects, reports, problems and solutions. SGC 18. Initiative and entrepreneurship</p>
Specific area-subject competencies
SC 19. Understanding HRM as a systemic approach aligned to the business strategy
Learning Results (LR): Conceptual (to know), Procedural (to know how to perform) and Attitudinal (to know how to be)
<p>SC 19.1 Explaining the importance of HRM for organizations in the 21st century. LR1 Demonstrate how the proper management of human resources influences the company as to become a competitive advantage. LR2 Explain the basic policies of human resources management considering the values and culture in the organization and the relationship that should be between them to reinforce the function.</p> <p>SC 19.2 Describe employment function. Additive process. LR1 <i>Link the decision-making process of the employment function and its policies to business strategy.</i> LR2 <i>Explain the objectives of the recruitment process focusing on each of its phases and the techniques and tools used.</i> LR3 <i>Design their own strategy to find a job bearing in mind new trend and e-recruitment methods</i></p> <p>SC 19.3 Explain compensation policies. LR1 <i>Distinguish the main factors of current compensation policies.</i> LR2 <i>Recognizing the essential features of any effective compensation policy (motivation, internal equality, external competitiveness)</i></p> <p>SC 19.4 Recognize the importance of Performance Management systems LR1 <i>Understand the concept of performance appraisal, its main objectives and its applications as a management tool for human resources, especially for the improvement and development of employees.</i> LR2 <i>Design a plan to implement a Performance Management System.</i> LR3 <i>Evaluate new trends in Performance Appraisal process.</i></p> <p>SC 19.5 Report on training policies and development</p>

LR1	Analyze the systemic approach to training and each of its phases: needs assessment, training plan design, implementation and evaluation
LR2	Explain how to integrate the personal and organizational development programs in professional or career plans by establishing an organizational culture that supports it
LR3	Explain the added value of new training tools and methods.
LR4	Given a business case, assess the employees' potential for identifying management talent and then project various professional development programs and succession plans.
SC 19.6	Indicating the importance of effective communication planning
LR1	Justify the value of internal communication within the company as a strategic key
LR2	Analyze how technological innovations have transformed the processes of personnel management, especially internal communication and relationships within organizations

5. - - TEACHING METHODOLOGY

General Aspects	
The focus of this subject is highly practical, based mainly on student learning, promoting their autonomy and active participation, in order to help students acquire the skills needed to work proficiently in their professional future. For the development of content and skills described in the preceding paragraphs, will undertake the following activities:	
In class Methodology: Teaching Activities	Skills
TA1. 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	IGC 1. Analysis and synthesis capability IGC 3. Ability to organize and plan IGC 5. Basic knowledge about the study area
TA2. 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.	IGC 4. Ability to manage information from various sources IGC 3. Ability to organize and plan IGC 5. Basic knowledge about the study area
TA6. 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	PGC 10. Leadership and teamwork SGC 16. Action and quality orientation PGC 12. Ethical commitment IGC 2. Problem solving and decision making PGC 11. Critical and self-critical capacity
TA7. 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	PGC 9. Interpersonal skills: listen, argue and debate PGC 13. Recognition and respect for diversity and multiculturalism PGC 11. Critical and self-critical capacity
TA8. 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	PGC 12. Ethical commitment IGC 3. Ability to organize and plan IGC 6. Oral and written communication skills in English. PGC 11. Critical and self-critical capacity
Non- Presential Methodology: Teaching Activities	Skills

<p>TA10. 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>IGC 1. Analysis and synthesis capability IGC 3. Ability to organize and plan IGC 4. Ability to manage information from various sources IGC 5. Basic knowledge about the study area SGC 14. Ability to learn and work independently</p>
<p>TA11. Tutorials for Individuals or small groups, to solve problems that have may arise, as well as monitoring student progress.</p>	<p>IGC 6. Oral and written communication skills in English. IGC 3. Ability to organize and plan. IGC 4. Ability to manage information from various sources. IGC 1. Analysis and synthesis capabilities.</p>
<p>TA12. Monographic Research team based, where the students will have to share information and resources to achieve a common goal.</p>	<p>SGC 18. Initiative and entrepreneurship. SGC 16. Action and quality orientation. PGC 12. Ethical commitment. SGC 17. Ability to develop and convey ideas, projects, reports, solutions and problems.</p>
<p>TA15. Organized Reading. Reading and analysis of relevant texts with various tasks to assess reading comprehension of an individual or group. PGC 11. Critical and self-critical capacity.</p>	<p>PGC 11. Critical and self-critical capacity. PGC 12. Ethical commitment.</p>

6. - ASSESSMENT AND EVALUATION CRITERIA

Evaluation activities	CRITERIOS	PESO
Final exam: Short question exam based on the theoretical knowledge, and application to HR problems It is required to approve final exam to be able to average with the rest of HR qualification	Knowledge of the subject Comprehensive and relational Ability.	50%
Attendance and 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%
Resolution of 2 case studies: practical applications of skills in each of the topics. They must be submitted and approved 75% of them to the exam.	Teamwork and theoretical knowledge application	25%
Monographic presentations of research and synthesis. Individual or teams deepen.	Synthesis ability. Ability to argument and show Ideas. Public presentation and defense	15%

7. - - SUMMARY OF ASSIGNMENTS

In class and personal assignment	Date of realization	Date of delivery
Attendance and active participation in personal or in class activities = 10%	All course	All course
Resolution de 2 practical cases: Resolution of 2 cases 25%	Week in the schedule	Next week after
1. Practical case: Recruitment process		Case
2. Practical case: Training and development process		
Monographic Essay 1 Individual or team work = 15%	All course.	Last week of class
Final exam: test and short questions resolution based on the theoretical knowledge, and application to HR problems It is required to approve final exam to be able to sum to the rest of HR qualification	All course	Date and time fixed by Student office

8.- SUMMARY OF STUDENT WORKING HOURS			
IN CLASS HOURS			
Lectures	Practices	Class activities	Final Exam
24 hours	14 hours	10 hours	2 hours
NON PRESENTIAL HOURS			
Autonomous work on theoretical contents	Autonomous work on practices	Resolution of 2&monographic team study cases4 hours each case & 6 monographic (approx.)	Personal study
17 hours	17 hours	20 hours	20 hours
CRÉDITOS ECTS 5: 5*25 hours =125 working hours			

9. - RETAKE EVALUATION:

To be defined based on each specific case.

10. - - BIBLIOGRAPHY AND RESOURCES

Basic 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...)
Website
Resources Site and links of interest.
Class notes
Summary of each part with presentation support available in Resources sites
Other material
Documents used in class
Complementary Bibliography
Manuals
<ol style="list-style-type: none"> 1. GÓMEZ-MEJÍA, L. et al (2012): Managing Human Resources. 7th Edition. Pearson 2. International Edition: Prentice Hall. New Jersey. 3. ULRICH, D. y BROCKBANNK, W. (2007): Human Resource Value Proposition. 4. WAYNE MONDY, R. (2010): Human Resource Management. 11th Edition. Pearson 5. Education. 6. DESSLER, G. (2011): Human Resource Management. 12th Edition. Prentice Hall

