

## COURSE GENERAL OVERVIEW

Course details	
Title	CORPORATE GOVERNANCE
Programme	MBA
Year	
Timing	1 <sup>st</sup> SEMESTER and 2 <sup>nd</sup> SEMESTER
ECTS	3 ECTS
Core/elective	Core
Department	Management
Area	Business Strategy and Organisation

Instructors	
Name	Antonio Ramírez
Department	ICADE Business School
Area	Human Resources
Office	c/ Rey Francisco, 4
e-mail	<a href="mailto:aramirez@comillas.edu">aramirez@comillas.edu</a>
Phone	91 542 28 00.
Contact	By appointment
Name	Alejandro Navarro
Department	ICADE Business School
Area	Human Resources
Office	c/ Rey Francisco, 4
e-mail	<a href="mailto:alnavarro@icade.comillas.edu">alnavarro@icade.comillas.edu</a>
Phone	91 542 28 00.
Contact	By appointment

## COURSE DESCRIPTION

### Context of the course

#### The course in the professional context

Nowadays, management roles need a comprehensive perspective to be able to connect all areas and deal with diverse problems: people management, strategy definition, organizational structure and new ways to develop work. The central theme of the subject is the achievement of

organizational goals through people, and it covers the major topics of strategy, systems, structure and resources, specially employees.

Human Resources Management is a compulsory and fundamental subject of the Master in Business Administration. It provides students with the competencies they need to maximize their own performance and that of those they are responsible for in a professional environment.

The subject covers the major functions of human resources management, but not only from the expert in HR, but also for any manager who needs to know them in order to set the fundamental strategic guidelines to be followed.

It is essential to obtain a full and practical perspective of essential HR concepts and techniques, with a particular focus on using human resource practices to improve performance, productivity, and profitability at work. This is the real spirit of this subject within the MBA, to train future managers and team leaders aware of the importance of people in organizations, that understand the complexity of companies and are able to design and implement HR policies and manage their team members.

#### Pre-requisites

This subject is taught under the umbrella of fundamental knowledge on Organizational Behavior learned along the Master program. This knowledge is meant to develop conceptual, technical and interpersonal competencies, such as: Leadership and change management, Negotiation and conflict management, Intercultural and diversity management, or Knowledge management. All subjects in this area have a fully applied character.

## SKILLS

### Skills and abilities to be developed

#### Generic skills

CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations

CG 3. Problem solving and decision making

CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership

CG 6. Ethical commitment to the moral values and to the corporate social responsibility

CG 8. Critical thinking and debating skills

CG 9. Autonomous learning skills

### Course specific skills

CE4: To identify people management within an organization as a value proposition for all stakeholders. To do so the student needs the ability to:

- Explain the relevance (value proposition) of HR Management within 21st century organizations.
  - Shows how effective human resources management impacts the organization, being a competitive advantage.
  - Explains the benefits of comprehensive management of human resources processes and the necessary relationship among them all in order to maximize results.
- Describe the employment function linking decision making on this issue to organizational strategy policies.
  - Explains the objectives of the selection process, studying its phases and techniques.
  - Designs his/her own employment search strategy in the light of new trends on e-recruitment.
- Report on high performance policies: training and development.
  - Analyzes the systemic approach of training and its phases: needs diagnosis, training plan design, implementation and evaluation.
  - Explains how personal and organizational needs must be integrated within professional development plan, setting a supportive organizational culture.
  - Explains the value of new trends in training and professional development.
  - Assesses the potential of employees to identify managerial talent and design professional development programs and succession plans.
- Recognize the importance of performance management systems.
  - Understands the concept of performance appraisal, its main objectives and applications, especially as improvement and development tool.
  - Design a plan to implement a Performance Management System.
  - Value new trends in performance appraisal.
- Understand salary and compensation policies.
  - Distinguishes the main factors included in current compensation policies.
  - Recognizes the indispensable features of an effective compensation plan (motivation, internal equity, externally competitive)

## COURSE CONTENTS

<b>Contents</b>
<b>PART 1: CREATING THE ENVIRONMENT: THE IMPORTANCE OF INDIVIDUALS AND RELATIONSHIPS MANAGEMENT WITHIN THE ORGANIZATIONS</b>
<b>State-of-the-art in Human Resources Management.</b>
<b>Strategic Human Resources Planning.</b>
<b>PART 2: TALENT ATTRACTION AND SELECTION POLICIES</b>
<b>Employer Branding.</b>
<b>Analysis of candidate's profile. Job and competences analysis.</b>
<b>Recruitment sources and selection criteria.</b>
<b>Personnel selection. Tools.</b>

<b>PART 3: HIGH PERFORMANCE POLICIES: TRAINING, DEVELOPEMENT AND PERFORMANCE MANAGEMENT</b>
<b>Importance of planning the training process to manage talent development.</b>
<b>New trends in personnel training.</b>
<b>The career plan.</b>
<b>New trends in professional development: coaching, mentoring.</b>
<b>Definition of the process and reasons for implementing performance appraisal. Conditions for the success of PA.</b>
<b>Appraisal tools and feedback 360°.</b>
<b>PART 4: TALENT RETENTION POLICIES</b>
<b>Designing and Administering Salaries &amp; Benefits.</b>
<b>Other motivational tools.</b>

## TEACHING METHODOLOGIES

<b>Course teaching activities</b>	
<b>Teaching and learning in the classroom</b>	<b>Skills to be developed</b>
Traditional lectures	CG2 / CG6 / CE4
Business cases and other exercises (individual or in groups)	CG2 / CG6 /CE4
Tutorial sessions	CG2 / CG5 / CG6 / CE4
Debates	CG5 / CG6 / CE4
Role-playing, group dynamics, simulations	CG5 / CG6 /CE4
<b>Teaching and learning outside the classroom</b>	<b>Skills to be developed</b>
Independent Study, literature reviews	CG2 / CG7 / CE4
In-Group Research Reports	CG2 / CG5 / CG7/ CE4

SUMMARY OF STUDENTS' WORKING HOURS		
CONTACT HOURS		
Lectures		
30		
WORKING HOURS OUTSIDE THE CLASSROOM		
Individual reading and preparation	Preparation of cases, exercises and other practice methods	Collaborative learning (working in groups)
15	15	15
Total: 3 ECTS:		75 working hours

## COURSE EVALUATION AND ASSESSMENT CRITERIA

Activities to be assessed	Evaluation criteria	weight
Coursework, business cases and other exercises (individual or in groups)	Thoroughness and professionalism. Teamwork and practical application.	40 %
Participation of the students during the sessions	Regular interventions of the student in the classroom, Thoroughness with the subject. Proactivity. Interest in the subject. Information presentation.	10 %
Written final exam about subject content	Comprehension of the matter. Relational, reasoning and communication capability	50 %

To pass the course students must get a grade of **5 or more in every activity mentioned in the table above.**

## EXTRAORDINARY EVALUATION

### **1. STUDENTS WITH SCHOOLING EXEMPTION.**

- a. It will be of full responsibility of the student to communicate their situation by mail to the corresponding Professor.
- 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 THE EVALUATION:**

#### **A. 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%))

#### **B. 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.

#### **C. 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%

## REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES

### References

#### Books

- GÓMEZ-MEJÍA, L y Otros. (2016) Gestión de Recursos Humanos. 8ª Ed. Madrid: Pearson.
- DESSLEE, G. (2015) Administración de Recursos Humanos. 14ª Ed. Madrid: Pearson
- ULRICH, D. y BROCKBANNK, W. (2007) La propuesta de valor de recursos humanos. Deusto S.A. Ediciones.
- BONACHE, J. y CABRERA, A. (2006) Dirección de personas: evidencias y perspectivas para el siglo XXI. 2ª Edición. FT. Prentice Hall. Madrid.
- PUCHOL, L. (2007) Dirección y Gestión de Recursos Humanos. 7ª Edición. Ediciones Díaz de Santos. Madrid
- WAYNE MONDY, R. (2010) Administración de Recursos Humanos. 11ª Edición. Pearson Educación. México.