

COURSE GENERAL OVERVIEW

Course details	
Title	HUMAN RESOURCES
Programme	MBA
Year	
Timing	1 st SEMESTER
ECTS	3 ECTS
Core/elective	Core
Department	Management
Area	Organizational Behavior

Instructors	
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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

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

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

TEACHING METHODOLOGIES

Course teaching activities	
Teaching and learning in the classroom	Skills to be developed
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
Teaching and learning outside the classroom	Skills to be developed
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 each activity mentioned in the table above.**

The assignments that are NOT delivered in the exact conditions of place, date and time programmed for each activity, and communicated in the schedule of the subject will NOT be taken into account.

Re-sits.

In case of failure, students can re-sit each failed activity. The final grade weighting will be applied again.

Students with an attendance waiver.

Absent students will be assessed only through the "Individual exams" activity, and their final grade will be 100% formed by the grade of this activity. They may take one or two exams, depending on their particular situation.

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 BROCKBANK, 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.