SUBJECT DESCRIPTION

HUMAN RESOURCES MANAGEMENT

4TH YEAR | 1ST SEMESTER

BUSINESS ADMINISTRATION

IN-CLASS TEACHING

ACADEMIC YEAR: 2019/2020

SCHOOL OF BUSINESS & ECONOMICS
1. SUBJECT IDENTIFICATION

1.- SUBJECT:

Name: Human Resources Management
Code: b402
Year: 4\textsuperscript{th} Semester: 1\textsuperscript{st}
Type: Compulsory Credits: 6 ECTS ECTS hours: (25/30)
Language: English and Spanish In-class teaching
Degree (s) in which the course is taught: Business Administration
School of Business & Economics

2.- ORGANIZATION OF THE COURSE:

Department: Business Economy
Area of knowledge: Business Organization

2. SUBJECT LECTURERS

1.-LECTURERS:

Professor in charge: CONTACT INFORMATION
Name: Mercedes Rubio Andrés
Phone (ext): 91 456 63 00 (15657)
Email: mrubio@ceu.es
Office: JRB 1.09

Lecturer (s) CONTACT INFORMATION
Name: José Antonio de la Rosa López
Phone (ext): 91 456 63 00 (15416)
Email: jdelarosa@ceu.es
Office: JRB 1.24

Lecturer (s) CONTACT INFORMATION
Name:
Phone (ext):
Email:
Office:
2.- TUTORIALS:
For any queries students can contact lecturers by e-mail, phone or visiting their office during the teacher’s tutorial times published on the students’ Virtual Campus.

3. SUBJECT DESCRIPTION
Study and analysis of the importance of Human Resources in business organizations as a determining factor of success in them.

This course forms an essential part of the Business Management Subject that gives name to the current degree.

In order to pass the Human Resources Management course, it is necessary to obtain the credits belonging to Management and Organization of Companies I and II.

4. COMPETENCES

1.- COMPETENCES

<table>
<thead>
<tr>
<th>Code</th>
<th>Basic and General Competences</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB2</td>
<td>Students will apply their knowledges in their jobs or vocations in a professional way and will also obtain competences that can be proved by elaborating and defending opinions and solving issues as for their knowledge area.</td>
</tr>
<tr>
<td>CB3</td>
<td>Students will be able to gather and interpret relevant data, normally within their knowledge area, in order to give points of views with reflections about paramount topics related to social, scientific or ethic matters.</td>
</tr>
<tr>
<td>CG1</td>
<td>Ability for analytical and critical thinking.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Specific Competences</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE2</td>
<td>Ability to identify, formulate and solve questions by applying profesional criteria and understanding the competitive and institutional location of the organization through the identification of strengths and weaknesses.</td>
</tr>
<tr>
<td>CE5</td>
<td>Listening, negotiation and persuasion skills and effective written communication by using traditional means of the business area such as preparation and presentation of reports on given situations of companies and markets.</td>
</tr>
<tr>
<td>CE6</td>
<td>Ability to use information technologies applied to the company just as identify relevant economic information sources and their content.</td>
</tr>
<tr>
<td>CE8</td>
<td>Self-criticism skills and sensitivity towards people, cultures and businesses diversity.</td>
</tr>
</tbody>
</table>

2.- LEARNING OUTCOMES:

Learning outcomes
Set up and design the global human resources policy that will allow a short, medium and long term decision-making framework
## 5. LEARNING ACTIVITIES

### 1.- DISTRIBUTION OF STUDENTS` ASSIGNMENTS:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>On campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF1</td>
<td>Master class</td>
<td>15</td>
</tr>
<tr>
<td>AF2</td>
<td>Seminar</td>
<td>30</td>
</tr>
<tr>
<td>AF4/AF8</td>
<td>Individual Practices / Group practices</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong> Class room course</td>
<td></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Not on campus hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF0</td>
<td>Autonomous work of students</td>
<td>120</td>
</tr>
</tbody>
</table>

### 2. - DESCRIPTION OF TRAINING ACTIVITIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Class (AF1)</td>
<td>Training activity preferably aimed to the competence of the students to acquire the basic knowledge of the field of the Degree, both from the theoretical and applied point of view; It prioritizes the transmission of knowledge by the teacher, requiring the student's previous preparation or further study.</td>
</tr>
<tr>
<td>Seminar (AF2)</td>
<td>Training activity preferably aimed to achieve the student's competence of developing learning skills that allow them to assimilate content acquired before, connect economic concepts and related and/or auxiliary disciplines and different theoretical and methodological approaches. It allows to deep in the study of each subject in a way that will be largely autonomous. The training activity also focuses on students can accomplish the necessary competencies to communicate their conclusions -and the knowledge and last reasons that sustain them- to specialized and non-specialized audiences in a clear and unambiguous way. It prioritizes participation of students and putting in common reasoned interpretation of the knowledge and sources of the study area, based on the teacher's coordination.</td>
</tr>
<tr>
<td>Internships (AF4)</td>
<td>Internships (AF4) Training activity preferably aimed to the competence of the students in the collection, manipulation and processing of data and relevant variables for the economic, statistical, financial, accounting and fiscal analysis; it prioritizes the performance of student activities that involve the application of theoretical knowledge and/or acquired techniques. They could be individual or joint, depending on the subject and skills that are intended to acquire.</td>
</tr>
<tr>
<td>Student’s autonomous work</td>
<td>Training activity in which the student autonomously manages their learning through the study of training materials</td>
</tr>
</tbody>
</table>
6. COURSE ASSESSMENT

1.- ASSESSMENT SYSTEM AND CRITERIA:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE2</td>
<td>Written test exam</td>
<td>10%</td>
</tr>
<tr>
<td>SE3</td>
<td>Written examination with reasoning questions</td>
<td>30%</td>
</tr>
<tr>
<td>SE4</td>
<td>Written exam with exercises</td>
<td>40%</td>
</tr>
<tr>
<td>SE6/SE7</td>
<td>Individual or group works</td>
<td>20%</td>
</tr>
</tbody>
</table>

2.- ORDINARY CALL. CONTINUOUS ASSESSMENT.

The subject is graded by a continuous evaluation system that will consist of the following tests:

- Tests of knowledge with reasoning questions. With this test the understanding of the subject and its real application to the company (within the field of Human Resources Management) will be evaluated. This part represents **25% of the final grade** of the course.

- Human Resources assignment. The students will have to solve a problem related to human resources and based on real situations. They will have to submit a paper in word format and prepare an oral presentation on the date indicated by the professor. This paper will be done in groups and its weight represents **20% of the final grade** of the course.

- Questionnaire of knowledge carried out at class through new technologies. It represents **10% of the final grade** of the course.

- Students who do not attend the final exam will be graded with "Not Presented", regardless of whether they have carried out any specific academic activity connected to the continuous evaluation (Permanent Commission of the Government Council at its meeting of June 25, 2014)

- Once the work calendar with activities, exams and whatever other assignments have been established well in advance in order to guarantee equality in conditions for all students, these tests won’t be repeated for those students that did not attend them.

ORDINARY CALL

- Final test of practical nature that will be done the day set for the exam of the ordinary call. It will consist of the resolution of a practical case, that allows to evaluate the student's ability to connect different concepts and key elements of people’s management in business organizations. The weight of this test represents **40% of the final grade** of the subject. The minimum mark in this test to pass the ordinary call is 4.0

- Those students who are exempt from continuous evaluation as a consequence of international mobility or official internship, will do the test of application of knowledges (60%), as well as another additional test on theoretical knowledges with reasoning questions (40%).
EXTRAORDINARY CALL

- Theoretical-practical test, with questions of applied reasoning (40%) and resolution of practical cases (60%), that allows to know the student’s ability to connect different concepts and key elements of people’s management in business organizations. Students will be required to know and apply basic concepts of every topic analyzed during the course. The assessment of this test represents 100% of the final grade of the subject.

7. SUBJECT PROGRAMME

1.- SUBJECT PROGRAMME:

THEORETICAL:

UNIT 1. THE MANAGEMENT OF HR: REFERENCE FRAMEWORK
1.1. Introduction.
1.2. The new changing environments: principles for the management and direction of HR.
1.3. Determinants of HR policies
1.4. Organizational flexibility and labor flexibility.
1.5 Conceptual evolution: from the direction of personnel to the direction of HR.
1.6 Corporate Culture: a framework for HR management

UNIT 2. PLANNING OF HUMAN RESOURCES NEEDS
2.1. Concept of HR Strategic Planning
2.2. Personnel Analysis
2.3. Stages of HR planning
2.4. Employee Disengagement Strategies

UNIT 3. MANAGEMENT OF THE STRUCTURE AND THE WORKFLOW.
3.1. Organizational structure and workflow.
3.2. Description of jobs.
3.3. Main applications of job description.
3.4. HR information systems

UNIT 4. RECRUITMENT, SELECTION AND SOCIALIZATION OF EMPLOYEES
3.1. The hiring process
3.2. Recruitment of candidates.
3.3. People Selection.
3.4. Socialization of employees.

UNIT 5. COMPENSATION
5.1. The retribution: concept and components.
5.2. Design of a compensation system.
5.3. Traditional methods of retribution.
5.4. New retributive trends: total compensation systems.

UNIT 6. EVALUATION AND PERFORMANCE MANAGEMENT
6.1. Performance evaluation: concept and applications
6.2. Identification of the dimensions of the performance and its measurement.
6.3. Performance management
6.4. New tendencies.

UNIT 7. TRAINING AND DEVELOPMENT OF THE PROFESSIONAL CAREER
7.1. Training planning
7.2. Training versus improvement
7.3. Management of the training process
7.4. Identification of the personal and professional potential development.
7.5. Career development
8. RECOMMENDED READING

1.- ESSENTIAL BIBLIOGRAPHY:


2.- ADDITIONAL BIBLIOGRAPHY:


3.- WEB RESOURCES:

- www.hr-guide.com
- www.shrm.org
- www.tlnt.com
- www.aedipe.es
- www.expansion.com
- www.ine.es
- www.capitalhumano.es
- https://www.equiposytalento.com/

9. ATTITUDE IN THE CLASSROOM

1.- REGULATIONS

Any irregular act of academic integrity (no reference to cited sources, plagiarism of work or inappropriate use of prohibited information during examinations) or signing the attendance sheet for fellow students not present in class will result in the student not being eligible for continuous assessment and possibly being penalized according to the University regulations.

The teaching unit will decide, in each case, the sanction that will be applied to those students who are expelled from the classroom.

Also, the use of the documentation provided by the teacher through the student portal (presentations, questions, exercises, etc.) is restricted to the preparation of the subject. Professors reserve the right to make use of the actions included in the current legislation on
Intellectual Property, in cases where an unauthorized use and / or disclosure of this material is detected.