Subject's details	
Name	**Human Resources Management** IBS-MBA-512
Program	**MBA**
Semester	**1**
ECTS	**3 ECTS**
Character	**Compulsory**
Department	**BUSINESS MANAGEMENT**
Area	**Organizational Behavior**

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SPECIFIC DETAILS OF THE SUBJECT

Context of the subject

Contribution to the professional profile of the Master program

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.

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.

MODULES AND CONTENTS

Contents – Modules

Module 1: CREATING THE ENVIRONMENT: THE IMPORTANCE OF INDIVIDUALS AND RELATIONSHIPS MANAGEMENT WITHIN THE ORGANIZATIONS
This module's objective is to help the student understand the importance of comprehensive Human Resources management nowadays and what his/her role as a future manager will be.

1.3.   State-of-the-art in Human Resources Management.
1.4.   Strategic Human Resources Planning.

Module 2: TALENT ATTRACTION AND SELECTION POLICIES
This module explains the process and tools to attract talent to an organization. The tools to manage his/her own job search process are also considered.

2.1. Employer Branding.
2.2. Analysis of candidate's profile. Job and competences analysis.
2.3. Recruitment sources and selection criteria.
2.4. Personnel selection. Tools.

Module 3: HIGH PERFORMANCE POLICIES: TRAINING, DEVELOPEMENT AND PERFORMANCE MANAGEMENT

3 objectives are pursued in this module:

- To analyze the training process from a systemic perspective, revising the a available tools and novelties in this area.
- To learn how to identify, plan and grow talent within organizations; think about students' future responsibility in this process, both as individuals and leaders.
- To understand the performance appraisal concept, its objectives and, steps and applications. New trends will also be analyzed.

3.1. Importance of planning the training process to manage talent development.

3.2. New trends in personnel training.

3.3. The career plan.

3.4. New trends in professional development: coaching, mentoring.

3.5. Definition of the process and reasons for implementing performance appraisal. Conditions for the success of PA.

3.6. Appraisal tools and feedback 360º.

Module 4: TALENT RETENTION POLICIES

This module will help understand the fundamentals of a salary system, focusing on the main aspects that affect employers and employees as well.

4.1. Designing and Administering Salaries & Benefits.
4.2. Other motivational tools.

Competencies
Generic Competencies of the subject

CG 2. Information and data management as key elements for decision making and identification, formulation and solution of organizational problems.

> RA 1. Knows and is able to synthetize and use adequately diverse bibliographic and documentary resources.
>
> RA 2. Knows the value and utility of different sources and types of information.

CG 5. Interpersonal skills such as listening, negotiation and persuade, along with the ability to work in multidisciplinary teams to function effectively in different tasks and when appropriate, take the leadership responsibility.

> RA 1. Dialogues to cooperate and establish good relationships.
>
> RA2. Listens to others and sets constructive dialogue.
>
> RA 3. Is able to Exchange ideas in a persuasive way through a negotiator process in order to reach an agreement with other people.
>
> RA 4. Knows the debate technique and oratory and knows how to use it for professional matters.
>
> RA 5. Values the potential of conflicts as a driver of change and innovation.
>
> RA 6. Is able to communicate effectively.
>
> RA 7. Knows the value of everyone else in the team, fosters their abilities and strengths; Lets them know they are an important part of the team.
>
> RA 8. Leads teamwork, organizing and delegating tasks appropriately.

CG 6. Ethical compromise to apply moral and organizational values when facing ethical and corporative social responsibility dilemmas.

> RA 1. Cares for human rights and interests when dealing with any economical or organizational issue.
>
> RA2. Approaches dilemmas from a humanistic point of view, respecting fundamental rights within a frame of peace culture and democratic values.

CG 7. Time management ability in order to improve personal and team's effectiveness

> RA 1. Manages his own working time, meeting deadlines.
>
> RA 2. Sets priorities, selecting the most appropriate strategies and resources according to demands.

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)*

TEACHING METHODS

General methodological aspects of the subject

The main teaching approach of this subject is practical, focus on the student's learning process, fostering autonomy and active participation in the process, in order to help develop the necessary competencies to successfully perform in the professional environment.

To assist in the development of the aforementioned contents and competencies, the following activities will be carried out:

Classroom Activities	Competencies
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
Independent Activities	**Competencies**
Independent Study, literature reviews	CG2 / CG7 / CE4
Monographic essays, research reports (individual or in groups)	CG2 / CG5 / CG7/ CE4

ASSESSMENT ACTIVITIES AND CRITERIA

Assessment activities	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	Continuous interventions of the student in the classroom, Thoroughness with the subject. Proactivity. Interest in the subject. Information presentation.	10
Monographic essays, research reports (individual or in groups)	Search for information sources. Information presentation. Synthesis and argumentation capacity, presentation, public exposition and defense.	50

SECOND EXAMINATION SESSION: in case a student fails in the ordinary examination session, he/she will have to take an exam consisting of a business case. 100%.

WORKING HOURS OF THE STUDENT			
HOURS IN THE CLASSROOM			
Theorical sessions	**Practical sessions**	**Academic directed activities**	**Assessment**
10	10	8	2
INDEPENDENT WORKING HOURS			
Autonomous work on theorical contents	**Autonomous work on practical contents**	**Collaborative work**	**Individual study**
10	10	15	10
3 ECTS CREDITS: 3*25 hours =75 h			

Bibliography & Resources

Textbooks

Gomez-Mejía, L., Barkin, D. & Cardy. R., (2013): Managing Human Resources. Pearson: Prentice Hall. New Jersey.

Robbins, S.P. & Judge, T. A., (2013): Organizational Behavior. Pearson: Education Ltd. Essex.

Ulrich, D & Brockbannk, W. (2005): The HR Value Proposition. Harvard Business School Press. Boston.

Papers & reports

Provided to the students in class. More relevant reports available at the Student Portal.

Websites

Student Portal and external links to websites of interest.

Class presentations

Class presentations available at Student Portal.

Other resources

Documentaries and movies.