

DATOS BÁSICOS DE LA GUÍA DOCENTE:

Materia:	DIRECCIÓN DE PERSONAS		
Identificador:	32271		
Titulación:	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (CA)		
Módulo:	ORGANIZACIÓN DE EMPRESAS		
Tipo:	OBLIGATORIA		
Curso:	3	Periodo lectivo:	Primer Cuatrimestre
Créditos:	6	Horas totales:	150
Actividades Presenciales:	64	Trabajo Autónomo:	86
Idioma Principal:	Inglés	Idioma Secundario:	Castellano
Profesor:		Correo electrónico:	

PRESENTACIÓN:

This subject provides a forum for discussing current people management and employment relations issues and practices and examines work, employment and the management of people within its wider social and economic context. Alternative policy options in the key areas of staff management such as: employee 'voice' systems; the management of staff 'flows' (e.g. recruitment and selection, performance management, retention and development); remuneration and work systems will be reviewed and analysed.

Students will be encouraged to consider the practical implications of these policies and practices and emphasis will be placed on how human resource decisions are influenced by a range of forces both internal and external to the organisation, including the strategic objectives of a business, global competition, technological change, workforce characteristics and government regulation.

The world of work is fast changing so an understanding of how this all affects the way people are managed in the workplace is of tremendous significance theoretically and practically. The employment relationship is not only an economic exchange of pay for effort, but also a legal contractual relationship and a social and psychological one. We explore all of these dimensions to develop a more rounded understanding of managing people in work.

COMPETENCIAS PROFESIONALES A DESARROLLAR EN LA MATERIA:

Competencias Generales de la titulación	G02	Resolución creativa y eficaz de los problemas que surgen en la práctica diaria, con el objetivo de garantizar los niveles máximos de calidad de la labor profesional realizada
	G03	Capacidad de organización y planificación del trabajo en el contexto de la mejora continua
	G06	Capacidad de incorporar a la cultura profesional los principios éticos y deontológicos, teniendo como prioridad de actuación el compromiso ético con los clientes y la sociedad.
	G07	Capacidad de trabajar en un contexto internacional y de aproximarse a las innovaciones y nuevos enfoques empleados en otros contextos nacionales
	G09	Capacidad para comunicarse en inglés en contextos académicos y profesionales.
	G10	Capacidad de aplicar los conocimientos adquiridos, adaptándolos a las exigencias y particularidades de cada situación y persona
	G11	Capacidad de generar nuevas ideas (creatividad)
	G15	Capacidad de establecer y cumplir los criterios de calidad más apropiados y emplear metodologías y estrategias de trabajo orientadas a la mejora continua.
G16	Capacidad de asimilar conceptos de naturaleza social y humanística dentro de una formación universitaria integral que permitan el desarrollo de valores éticos tales como solidaridad, interculturalidad, igualdad, compromiso, respeto, diversidad, integridad, etc.	
Competencias Específicas de la titulación	E01	Conocer los aspectos específicos relativos al funcionamiento, gestión y control de las diferentes áreas funcionales de la empresa.
	E12	Capacidad de proponer, diseñar y ejecutar un plan de gestión de recursos humanos adecuado a la realidad de la empresa
	E14	Comprender los principios de ética empresarial y ser capaz de diseñar escenarios en los que dichos principios puedan llevarse a la práctica empresarial
Resultados de Aprendizaje	R01	Analizar utilizando las teorías más importantes, los conceptos clave y los procesos que repercuten en una alta calidad práctica e innovadora para resolver situaciones específicas de

		los retos empresariales.
	R02	Determinar y evaluar qué aspectos en la dirección de personas que contribuyen a una mejor rendimiento y cómo estos impactan en el éxito de la empresa
	R03	Demostrar el conocimiento y entender las teorías, conceptos y principios de la dirección de personas
	R04	Explorar y analizar la teoría y práctica en las teorías de la dirección de personas.
	R05	Aplicación práctica de estas teorías.
	R06	Investigar y preguntarse por la evaluación del éxito en diferentes entornos de trabajo en la Dirección de Personas.

REQUISITOS PREVIOS:

None.

PROGRAMACIÓN DE LA MATERIA:

Observaciones:

1. Introduction to people management.

2. Spanish employment law. This part of the subject aims to study the legal framework of work shaping effective work performance and labour relations. These chapters will cover labour relations in Spain, working time, overtime and employment contracts, pay, social security and ending the employment relationship.

3. HRM tools. This part of the subject aims to study the specific tools available to HR professionals and managers. The chapters will cover recruitment techniques, talent identification, people development, learning tools as well as the benefits of a strong engagement and change management.

Contenidos de la materia:

1 - The foundations of HRM
1.1 - Introduction to human resource management
2 - HR management tools
2.1 - Job analysis and the talent management process
2.2 - Planning and recruiting
2.3 - Employee testing and selection
2.4 - Interviewing candidates
2.5 - Training and developing employees
2.6 - Performance management and appraisal
2.7 - Managing careers, retention and engagement
3 - Spanish employment law
3.1 - Labour relations
3.2 - Working time, overtime and employment contracts
3.3 - Pay and payslip
3.4 - Social security and benefits
3.5 - Ending the employment relationship

La planificación de la asignatura podrá verse modificada por motivos imprevistos (rendimiento del grupo, disponibilidad de recursos, modificaciones en el calendario académico, etc.) y por tanto no deberá considerarse como definitiva y cerrada.

Previsión de actividades de aprendizaje:

Semana	Unidad/Bloque/Tema	Sesiones presenciales	Horas	Actividades de trabajo autónomo	Horas
1	12/09/2022 1.1.Introduction to human resource management	Students will apply theory read to a case and will debate content. General concepts will be	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources	4

			discussed and developed by students individually and in teams.		Management. 16th Edit. Pearson.		
2	19/09/2022	2.1.Job analysis and the talent management process	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
3	26/09/2022	2.2.Planning and recruiting	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
4	03/10/2022	2.3.Employee testing and selection	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson. Presentation of team work	4	
5	10/10/2022	2.4.Interviewing candidates	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	2	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
6	17/10/2022	2.5.Training and developing employees	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
7	24/10/2022	2.6.Performance management and appraisal	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
8	31/10/2022	2.7. Managing careers, retention and engagement	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the chapter on the subjects. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
9	07/11/2022	3.1.Labour relations	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the Workers' Statute on the subjects.	4	
10	14/11/2022	3.2.Working time, overtime and employment contracts	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the Workers' Statute on the subjects.	4	
11	21/11/2022	3.3.Pay and payslip	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the Workers' Statute on the subjects.	4	
12	28/11/2022	3.4.Social security and benefits	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	4	Students will read and analyze the Workers' Statute on the subjects. Students will send individual work based on part 2 of the subject.	4	
13	05/12/2022	3.5.Ending the employment relationship	Students will apply theory read to a case and will debate content. General concepts will be discussed and developed by students individually and in teams.	2	Students will read and analyze the Workers' Statute on the subjects.	4	
14	12/12/2022	3.5.Ending the employment relationship	Students will apply theory read to a case and will debate content. General concepts will be discussed to then be developed by students in work done individually and in teams.	4	Students will read and analyze the Workers' Statute on the subjects. Students will send individual work based on part 2 of the subject.	4	
15	19/12/2022	1.The foundations of HRM 2.HR management tools 3.Spanish employment law	The student will review material.	4	Reviewing material, research theories and techniques, reading material and preparing for debates and practical case studies. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
16	26/12/2022	1.The foundations of HRM 2.HR management tools	Christmas holiday	0	Work on material. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
17	02/01/2023	3.Spanish employment law	Christmas holiday	0	Work on material. Dessler, G. Human Resources Management. 16th Edit. Pearson.	4	
18	09/01/2023	2.HR management tools 3.Spanish employment law	The session will be dedicated to reviewing questions and doubts on the subject and in preparation for the exam.	4	Reviewing material, research theories and techniques, reading material and preparing for exams.	6	
19	16/01/2023	1.The foundations of HRM 2.HR management tools 3.Spanish employment law	Exams	2	The date of the final exam will be published in the official exam calendar.	6	
20	23/01/2023	1.The foundations of HRM 2.HR management tools 3.Spanish employment law	Exams	2	The date of the final exam will be published in the official exam calendar.	5	
21	30/01/2023	1.The foundations of HRM 2.HR management tools 3.Spanish employment law		0	Revision	1	
HORAS TOTALES PRESENCIALES:				64	HORAS TOTALES T. AUTÓNOMO:		86

Observaciones para alumnos exentos a la asistencia obligatoria por circunstancias justificadas:

Those students who are unable to attend 80 % of classes during the semester due to justified reasons (previously communicated to the Programme Coordinator) will have to get in contact with the lecturer by the 26st of September. They will be required to follow the progress of the subject by doing the reading and case work (both individual and group work) which will be indicated on the PDU. The remaining % will be determined by sitting the final exam.

The weighted arithmetic mean of the individual and group coursework must be at least 5 out of 10 to average out with the final exam. The mark of the final exam will have to be of at least 5 to be able to average out with the individual and group coursework. Not obtaining this minimum mark will force the student to resubmit the failed coursework and/ or resit the final exam in July (second call). Students who do not submit any coursework will not be able to sit the final exam on first call. Those who fail the subject will have to resit all failed parts.

Each particular case will be analyzed to design a learning strategy and related individualized activities that guarantee the achievement of the stated objectives. In these cases the student will have to attend the tutorials previously agreed with the lecturer. In the event that the student does not contact the lecturer on the indicated date, he or she may lose the right to be evaluated on first call by having exceeded the absences allowed (20 %).

Those students who have been exempt from compulsory attendance will be assessed with the same criteria as attending students. Students will only be allowed to be exempt from class attendance when absence has been justified and agreed.

METODOLOGÍAS Y ACTIVIDADES DE ENSEÑANZA Y APRENDIZAJE:

Metodologías de enseñanza-aprendizaje a desarrollar:

The approach taken in this subject is to involve you as entrepreneurial learners through an interesting combination of face-to-face lectures, essential reading texts, a wide range of recommended texts available to extend your learning and relevant group and individual tasks. You will be responsible for a significant amount of self-study having to identify your sources of information, comparing and providing founded opinions on issues debated. For this you will need to ensure that you fully understand all the concepts! The contents and organisation of the lectures may be modified subject to external factors such as the groups progress, changes made to the school calendar etc.

The main purpose of the Business Lab is to introduce students to the reality of business, from day one (or from the start), providing them with the opportunity of working in a team and identifying problems, taking decisions, providing solutions and developing contingency plans for real problems. These activities have the ultimate purpose of developing the social and technical abilities of the students, as well as improving their performance and creating a personal imprint that will provide them with a competitive advantage when faced with the work market. The activities will be very varied, from the resolution of cases to visiting companies or attending seminars, always providing solutions to real problems. The students will have to attend a number of activities, which will be planned in advance, and which will be developed through the term. All the activities will have a common theme. The activities will be evaluated in the following way: (1) As an integrated activity of team work with the percentage established in the assessment of the subject. (2) With a mark of 0-0.75 given for the presentation and oral defence of the team's conclusions to a panel of experts selected by Business Administration and only if the results are at least a "pass" (acceptable). This mark will be added to the mark of the final exam. The presentation will take place in December.

Methodologies applied:

Lectures: Students are strongly advised to read the topics to be covered in class in advance. The theoretical sessions will be accompanied by practical exercises in class. Participation in class, debates, questions and concerns will be assessed.

Practical sessions (cases and problem solving): Theoretical content will be applied to practical work (problem solving, economic and financial case analysis, investment project analysis and company financing). The proposed work is to be carried out by the student in group or individually. Some activities will be covered during class time and other practical work is to be done for homework and/ or self-study.

Tutorial sessions: Students will be able to consult doubts or queries during the lecturer's tutorial sessions.

Student self-study: Students are required to spend time in the study of course materials after class.

Integración de lengua inglesa en la materia:

The subject will be taught in Spanish and English. The material provided and the lectures could also be in English, except for the topics covered in employment law.

Internationalization is one of the main objectives of CESUGA. The teaching staff will be gradually introducing materials, texts, audiovisual media and other content through English in the subjects they teach. This course of action is included in the principles of the European Area of Higher Education (EAHE). The aim is for students to naturally and effectively use English in authentic situations while studying subjects included in their degree programs. Exposure to the English language forms an intrinsic part of each degree programme's plan of studies.

Some activities in this subject will be carried out in English. These activities can be seen in the provisional activity plan and are marked: basically oral presentations, writing abstracts, use of sources in English, etc.

Volumen de trabajo del alumno:

Modalidad organizativa	Métodos de enseñanza	Horas estimadas
Actividades Presenciales	Clase magistral	25
	Otras actividades teóricas	5
	Casos prácticos	20
	Debates	5
	Exposiciones de trabajos de los alumnos	5
	Actividades de evaluación	4
Trabajo Autónomo	Asistencia a tutorías	5
	Estudio individual	25
	Preparación de trabajos individuales	20
	Preparación de trabajos en equipo	20
	Tareas de investigación y búsqueda de información	10
	Lecturas obligatorias	6
Horas totales:		150

SISTEMA DE EVALUACIÓN:

Obtención de la nota final:

Trabajos individuales:	20 %
Trabajos en equipo:	20 %
Prueba final:	50 %
Participation:	10 %
TOTAL	100 %

Observaciones específicas sobre el sistema de evaluación:

The student will need to pass all case work with a minimum of 5 as a mark and the final exam mark must be at least 5 to average with the case work. Not obtaining this mark in a part of the assessment will force the student to resit the exam in July. More than 3 unjustified absences may not allow the student to sit the final exam. Students having to sit exams in July will have to sit all parts.

In the event of sitting the July exam with all parts of the subject (casework, business lab, theory) the student will sit two exams, one evaluating the theory and one evaluating the practical side of the subject.

The material given by the teacher will be an indication of what needs to be researched. The student will have to look up and work on various sources of information.

The evaluation system on second call will be identical to that of first call, with the same percentages. It is compulsory to pass the theoretical exam of this call. All those students, therefore, who do not pass the subject in the first call will be either because they did not pass the final exam, or because even if they did not reach the minimum grade of 5 in the sum of the corresponding percentages, either because they failed casework and theory, they will sit an exam that will cover all the contents of the subject only in the event that they have failed the theoretical exam. The marks of the "Individual courseworks" and the "Group coursework" will be kept if they have been passed, keeping the same percentages on the final grade. If you have passed the final exam but have not passed the exam by adding it with the marks obtained in the coursework, because you have failed your work or any of them, you must redo the one or those indicated by the teacher and resubmit them in the second call. The percentages to be applied to these works will be the same as those indicated in the first call. For this, the student must attend the review of the exam of the first call to know exactly what to submit in the second call. It is the student's responsibility to contact the teacher for this purpose.

Spelling: Within the evaluation criteria, the University considers spelling a priority issue. Under the protection of the changes in the language standard in the Spanish language included in the Spelling of the Spanish Language (2010), published by the Real Academia Española, CESUGA has established some correction criteria related to this work that will be applied in all tests of the matter. The document that includes the set of criteria and its sanction is published in the University Teaching Platform (PDU) of the subject. The same applies if English is the main language. Refer to unacceptable grammar errors.

Plagiarism: Likewise, and in accordance with the University's Good Practices manual, the commission of plagiarism in any of the work carried out will be considered a very serious offense, since it violates the deontological code of any profession. Electronic devices that disturb the attention and the correct development of the subject will not be allowed in class, unless expressly mentioned by the professor and those provided by the University.

Absences: Failure to attend class more than 20 % of the stipulated hours without authorization may lead to the loss of the evaluation on first call.

Métodos de evaluación:

Instrumento de evaluación	Resultados de Aprendizaje evaluados	Criterios de evaluación	%
Final exam	R01 R02 R03 R04 R05	The student will be evaluated for their capacity to analyse a practical situation and determine where the problems are and apply the solutions required.	50
Individual coursework	R01 R03 R04 R05	The student will be evaluated for demonstrating their capacity to think, critique and link the theories studied with the practical exercises worked on.	20
Group coursework	R01 R03 R04 R05 R06	The student will be evaluated for attendance and participation in an oral and written presentation, demonstrating their capacity to think, critique and link the theories studied with the practical exercises worked on and identifying correct solutions to the problems.	20
Participation	R01 R02 R03 R04 R05 R06	The student will be evaluated for his or her participation in classroom discussion and exercises.	10
Peso total:			100

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remaining % will be determined by a final exam. The mark of the final exam will have to be of at least a 5 to be able to average out with the practical part. Students who fail the subject will have to retake the exam in July for the whole subject (practical and theoretical). Students will sit exams on the same day and time as all other students of the subject.

Each particular case will be analyzed to design a learning strategy and related individualized activities that guarantee the achievement of the stated objectives. In these cases the student will have to attend the tutorials previously agreed with the teacher. In the event that the student does not contact the teacher on the indicated date, he or she may lose the right to be evaluated on first call by having exceeded the absences allowed (20%).

Those students who have been exempt from compulsory attendance will be assessed with the same criteria as attending students. Students will only be allowed to be exempt from class attendance when absence has been justified and agreed.

BIBLIOGRAFÍA Y DOCUMENTACIÓN:

Bibliografía básica:

Dessler, G. (2020): Human Resource Management, Pearson (16th edition)
Torrington, T., Hall, L. Taylor, S. Atkinson, C. (2016): Human Resource Management London, FT-Prentice Hall (10th edition)
Wilkinson, A., Redman, T., Dundon, T. (2017): Contemporary Human Resource Management: Text and Cases, Pearson (5th Edition)

Bibliografía recomendada:

Foot, M., Hook, C. Introducing Human Resources Management. Pearson Education 5th edition 2008
Storey, J. Human Resource Management – A Critical Text, 3rd Edition, London: ThompsonLearning. 2007
Agarwal, U. A., Datta, S., & Bhargava, S. (2007). The relationship between human resource practices, psychological contract and employee engagement—Implications for managing talent. <i>IIMB Management Review</i> , 19(3), 313–325.
Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. <i>Human Resource Management Journal</i> , 27(1), 22–38. https://doi.org/10.1111/1748-8583.12139

Páginas web recomendadas:

Asociación Española de Dirección y Desarrollo de Personas (AEDIPE)	http://www.aedipe.es/
Personnel Today	https://www.personneltoday.com/
RRHH Digital	http://www.rrhhdigital.com/index.php
The Chartered Institute of Personnel and Development	http://www.cipd.co.uk/
The Society for Human Resource Management	https://www.shrm.org/
Eurofound	https://www.eurofound.europa.eu/
People Management	https://www.peoplemanagement.co.uk/

OBSERVACIONES: