

Ficha Técnica: Dirección de Recursos Humanos
Curso 2025/2026

Asignatura

Nombre Asignatura	Dirección de Recursos Humanos
Código	100000025
Créditos ECTS	6.0

Plan/es donde se imparte

Titulación	Grado en Administración y Dirección de Empresas (Plan 2020)
Carácter	OBLIGATORIA
Curso	3

Datos Generales

➤ **PROFESORADO**

➤ **CONOCIMIENTOS RECOMENDADOS**

REQUIREMENTS:

To enroll, you must have finished courses in the fundamentals of business administration and economics.

You will also need to possess a basic command of the English language.

➤ **OBJETIVOS TEÓRICOS**

LEARNING OBJECTIVES:

The goal is that upon successful completion of this course you will have developed:

Fluency in the key terms and concepts of HR management.

Awareness of current best practice as observed at leading firms.

Appreciation for the importance of the human side of the enterprise.

➤ **OBJETIVOS PRÁCTICOS**

LEARNING OBJECTIVES:

On a practical level, this course aims to increase your ability to communicate effectively in English, the lingua franca of business.

➤ **COMPETENCIAS QUE SE DESARROLLAN / RESULTADOS DE APRENDIZAJE**

COMPETENCIES:

The course aims to add to your skill-base in a number of dimensions:

Problem solving, dealing with critique. Clear communication and effective teamwork.

Applying theory to practical contexts. Finding and processing relevant information.

Understanding the broader economic context, both domestically and internationally.

Ability to contribute to good managerial practice, in business and in the public sector.

Diagnosing organizations, identifying and anticipating problems they might face.

➤ **CONTENIDO DEL PROGRAMA**

COURSE CONTENTS:

In this course, we will review how firms go about assessing their workforce needs, and then recruit, hire, manage, evaluate and reward their employees. We will look at a number of leading companies, trying to establish what constitutes current best practice in this field. We will also assess how modern managerial paradigms, such as corporate social responsibility and ESG, affect companies' policies towards their employees.

HR practices are bound by national legal frameworks. While this course approaches the subject from an international perspective, U.S. regulations will feature prominently – whatever shapes the business environment in America is bound to influence practices and legislation elsewhere as well.

LECTURE TOPICS, KEY TERMS:

1) Managing People for Competitive Advantage

The human-resource-based-view of the firm.

Differentiation through HR. Fit between corporate / business strategy and HR policies.

The evolving role of the personnel management function.

2) Ethics and CSR in the HR Context

Ethics breakdowns behind colossal scandals. Whistleblowing, Corporate ethics policies.

Ethics and the law: Sarbanes-Oxley and Dodd Frank. Ethical dilemmas.

Corporate Social Responsibility and Sustainability. ESG. A triple bottom-line.

3) Workforce Diversity, Equal Opportunity

Diversity as a strategic objective and as a legal mandate. Stereotyping and bicultural stress.

Minorities. Discrimination. Supported employment. The glass ceiling. Quotas for women.

Four generations coinciding in the workplace.

4) Job Analysis & Descriptions

Analysis, description and specification of jobs. Jobs vs. positions.

Organizational charts. Reporting relationships. Matrix organization.

The rationale for quality job descriptions.

5) Workforce Planning

Planning and forecasting labor demand. Labor shortages. Job enrichment and enlargement.

Downsizing and rightsizing. No-layoff policies.

Succession planning. Developing a leadership pipeline.

6) Labor Pools & Alternatives to Recruitment

Outsourcing, offshoring, onshoring, nearshoring. Overtime.

Contingent workers (casual labor). Employee leasing. The disposable workforce.

The war for talent. Active vs passive candidates. Alternative sources of labor.

7) Recruitment Methods

Social media recruiting. Online and offline media, services and tools. Employer branding.

Sign-on bonuses. Competitive games.

Designing a recruitment strategy that fits with corporate objectives.

8) Employee Screening & Selection

Matching people with jobs. Screening of candidates. Automated tracking systems.

Probationary periods. Application forms. Selection tests.

The Myers-Briggs Type Indicator (MBTI). Background investigations. Negligent hiring.

9) Interviewing Candidates

Rules and recommendations for effective interviewing. Structured vs unstructured interviews.

Behavioral, situational and stress interview questions. Realistic job previews.

Interviewer biases. Limits to the predictive power of interviews.

10) Financial Compensation

Equity as overriding objective. Generic compensation policies. Tools to determine market pay.

Exempt vs nonexempt employees. Job classification systems. Merit and premium pay.

Skill-based pay. Bonus systems. Seniority pay. Profit sharing.

11) Employee Benefits

Voluntary, mandated and discretionary benefits. Healthcare plans. Paid time off. Sabbaticals.

Results-only work environments. Retirement plans. Stock options plans.

Company sponsored child-care. Educational assistance. Domestic partner benefits.

12) Rewarding Work Practices

The increasing importance of total rewards. The intrinsic value of meaningful work.

Flextime. Work-life balance. Compressed work weeks. Job sharing.

Two in a box. Telecommuting. Part-time occupations.

13) Executive Compensation

Compensation tied to total shareholder returns. Salary, bonuses and performance-based pay.

Perquisites. Stock options. Golden parachutes. Claw-back provisions.

Severance Packages. Shareholders' say on pay. Executive comp levels.

14) Training and Development in Corporations

Skill shortages. Lifelong learning. Training methodologies. Apprenticeship models.

Corporate universities. Executive development. Mentoring. Reverse mentoring. Coaching.

Employee orientation. Onboarding.

15) Appraisals

Performance appraisal schemes. Identifying talent. 360-degree-surveys.

Ranking and forced ranking. Promotions, demotions, terminations. Google's Work Rules.

Up or out the Cravath System.

16) Organized Labor

Craft unions and industrial unions. Local and national unions. Unionization strategies.

Union salting. Assessing union power. Union security. Closed shop vs union shop.

Union certification and decertification. Industrial action.

➤ **ACTIVIDADES FORMATIVAS**

COURSE FORMAT:

Deep learning does not happen through listening and reading alone it occurs through application.

Our sessions will therefore be highly interactive, with you taking active part in exploring, discussing and presenting the topics under review.

➤ **CRITERIOS Y MÉTODOS DE EVALUACIÓN**

DELIVERABLES AND GRADING:

Four components will each account for 25 pct of your final grade for this course:

1) Your personal contribution to class discussions.

- 2) A group assignment / analysis and its presentation to the class.
- 3) An individual report (take-home exam) to be handed in on the last lecture day.
- 4) A written test (in-class exam) at the end of term.

In the individual take-home exam, you are to report on an HR topic of your own choosing subject to reconfirmation by your lecturer. Your paper should be some 1'500 words in length and needs to be properly proofread and edited. What is required is your own analysis and writing, with quotations where appropriate and correctly referenced.

Note that to gain credits for this course, both the individual report and the end of term exam will each have to obtain a minimum of 12.5 (out of 25) grade points. This rule will equally apply to exam re-sits.

➤ **BIBLIOGRAFÍA Y RECURSOS BÁSICOS**

READINGS & ONLINE RESOURCES:

Lecture scripts will be posted on the course website, along with selected articles. I expect you to be able to comment on the readings in class see deliverables stated below.

An important part of the course is you researching companies HR practices and policies on the net. You should also contrast what you find with information on both generalist and specialist business media such as:

CNBC <http://www.cnbc.com>

Business Week <https://www.bloomberg.com/businessweek>

Workforce Magazine <http://www.workforce.com>

People Management <http://www2.cipd.co.uk/pm>

Personnel Today <http://www.personneltoday.com>

Several national professional HR associations offer useful content on their webpages, see:

Society for Human Resource Management <https://www.shrm.org>

Chartered Institute of Personnel and Development <https://www.cipd.co.uk>

The Work Foundation <http://www.theworkfoundation.com>

Furthermore, I suggest you visit the webpage of the U.S. Department of Labor <https://www.dol.gov/> where many HR topics are reviewed in a practical and concise manner. There is no set textbook for this course. If you consider purchasing one, my recommendation is Armstrong, M. (2020) Handbook of Human Resource Management Practice (15th Ed). London: Kogan Page.

➤ **HORARIO, TUTORÍAS Y CALENDARIO DE EXÁMENES**

LECTURES:

Mondays 10:50 - 12:30 h

Tuesdays 10:50 - 12:30 h

TUTORIALS:

Tuesdays between 13:00 and 14:00 h. Use the intranet mail function to apply.

➤ PUBLICACIÓN Y REVISIÓN DE LA GUÍA DOCENTE**LAST REVIEWED FOR PUBLICATION:**

July 20th, 2022