

1. BASIC INFORMATION

Course	Human Resources Management
Degree program	Bachelor's Degree in Business Administration and Management
School	Economics, Business and Communication
Year	3rd
ECTS	3
Credit type	Mandatory
Language(s)	Spanish and English
Delivery mode	On campus and online
Semester	1st
Academic year	2025/2026
Coordinating professor	Marta E. Vidal García
Professor	

2. PRESENTATION

Human Resources Management is a mandatory subject within the Bachelor's Degree in Business Administration at European University of Madrid.

It aims to provide the student with a comprehensive vision of the human resources department and its role in contemporary organizations. A graduate in this area, at different stages of his or her professional life, will be evaluated as a professional or will need to evaluate others in selection processes, performance appraisal, etc. Therefore, the connection of the subject with professional life is constant and very close.

How to manage human capital in organizations is crucial to its success. Therefore, this subject deeps into various aspects of the task of directing and managing people in organizations. Human resources management is analyzed as a strategic area of the organization that seeks to maximize its performance and the well-being of its members. Specifically, it addresses all human resources policies or practices that are essential in any organization, from the selection of human capital, through its development, assessment of its performance, or its retention, as well as finishing the labor relationship.

3. LEARNING OUTCOMES

Knowledge

CON1. Define the fundamental concepts about the company, the entrepreneur, and its environment, as well as the main functional areas and problems of the company as an organisation in a market economy.

CON2. Identify the key and relevant information, data and trends, means and material and human resources necessary for business management and the implementation of entrepreneurial initiatives in order to be able to offer solutions in the field of business decision-making.

CON8. Identify and understand the areas of accounting, human resources, marketing, sales and production in the company, applying the different tools available for its management.

Skills

HAB2. Solve problems and practical cases using mathematical and data analysis techniques and tools to solve economic problems and the use of basic methods of calculus, algebra and programming that allow a better understanding of the operational functioning of the company and its environment.

4. CONTENT

Unit 1. Human resources management.

Topic 1. Introduction to human resources management.

Topic 2. Diversity management.

Topic 3. Quality of life at work.

Topic 4. Social responsibility.

Unit 2. Design and organization of work.

Topic 1. Information systems and planning process.

Topic 2. Analysis and description of jobs.

Topic 3. Internal communication and conflict management.

Topic 4. Corporate culture.

Unit 3. Strategic human resources planning.

Topic 1. The impact of technologies on recruitment processes.

Topic 2. Recruitment process.

Topic 3. Selection process.

Topic 4. Reception.

Unit 4. The process of professional development and training of human resources.

Topic 1. Training for employment.

Topic 2. Training programs.

Topic 3. Performance appraisal.

Topic 4. Professional career management.

Unit 5. Compensation and benefits systems.

Topic 1. The concept of remuneration.

Topic 2. Accruals and discounts.

Topic 3. Variable remuneration.

Topic 4. Salary calculation.

Unit 6. The disengagement process.

Topic 1. Causes and effects of the suspension of the contract.

Topic 2. Work leaves.

Topic 3. Termination of contract and collective dismissal.

Topic 4. Objective and disciplinary dismissal.

5. TEACHING-LEARNING METHODOLOGIES

The types of teaching-learning methodologies used are indicated below:

CAMPUS-BASED MODE:

- Case method.
- Cooperative learning.
- Project-based learning.
- Master classes.

ONLINE MODE:

- Case method.
- Cooperative learning.
- Problem Based Learning.
- Master classes through virtual seminar.
- Field experiences (through video viewing, virtual access to records).
- Simulation environments.

6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

Campus-based mode:

Learning activity	Number of hours
Master classes	35
Autonomous work	10
Group and collaborative activities	5
Case Studies / Problem solving	10
Knowledge test	5
Tutoring hours	10
TOTAL	75

Online mode:

Learning activity	Number of hours
Virtual seminar	5
Reading topics and consultation of complementary resources	10
Individual application activities: problems, cases, projects	15
Group and collaborative activities	7
Tutoring hours	10
Self-assessment questionnaires and knowledge test	3
Autonomous work	25
TOTAL	75

7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Campus-based mode:

Assessment system	Weight
Case analysis and problem solving	30%
Written reports	20%
Knowledge test	50%

Online mode:

Assessment system	Weight
Case analysis and problem solving	30%
Written reports	20%
Knowledge test	50%

When you access the course on the Virtual Campus, you will find a description of the assessment activities you have to complete, as well as the delivery deadline and assessment procedure for each one.

7.1. First exam period

To pass the course in the first exam period, you must obtain a final course grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of 4.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of 4.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

8. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

Assessable activities	Deadline
Activity 1	Week 4-6
Activity 2	Week 7-9
Activity 3	Week 10-12
Activity 4	Week 13-15
Activity 5-6 (midterm exam or final exam, according to the professor's criteria)	Week 8-9 Week 17-18

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate.

9. BIBLIOGRAPHY

The recommended bibliography is the following:

- ADAIR, J. (2009). Effective motivation: how to get the best results from everyone. London: Pan Books, cop.
- ADAIR, J. (2009). Effective leadership: how to be a successful leader. London: Pan Books, cop.
- ALBIZU GALLASTEGUI, E. (2011). Dirección estratégica de los recursos humanos: teoría y práctica. Madrid, Pirámide, D.L., 2a. ed.
- BAGUER, A. (2011). Dirección de personas. Un timón en la tormenta. Cómo implantar con sencillez, de forma práctica, la dirección de personas en la empresa. Madrid: Díaz de santos.
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- BOHLANDER, G., SNELL, S. (2013). Principles of Human Resource Management. 16th ed. (International edition). South-Western CENGAGE Learning.
- BONACHE, J., CABRERA, A. et al. (2010). Dirección de personas: evidencias y perspectivas para el siglo XXI. Madrid: Pearson Educación.
- BOUDREAU, J., RAMSTAD, P. (2007). Beyond HR: the new science of human capital. Boston: Harvard Business School Pub.
- CHIAVENATO, I. (2007). Administración de recursos humanos: el capital humano de las organizaciones. México: McGraw-Hill.
- DECENZO, D., ROBBINS, S. (2007). Fundamentals of Human Resource Management (9th Ed.). USA: John Wiley & Sons.
- DESSLER, G. (2013). Human Resource Management (13th Ed.). USA: Pearson.
- DOLAN, S., Valle Cabrear, R., Jackson, S. (2007). La gestión de Los Recursos Humanos. 3ª Edición Mc Graw Hill.
- IVANCEVICH, J., KONOPASKE, R. (2013). Human Resource Management (12th ed.). NY: McGraw-Hill.
- MATHIS, R., JACKSON, J. (2008). Human Resource Management (12th ed.). USA: South-Western cengagelearning.
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- NOE, R., HOLLENBECK, J., GERHART, B., WRIGHT, P. (2016). Human Resource Management. Gaining a competitive advantage (10th Ed.). USA: McGraw-Hill Education.
- WREN, DANIEL A. (2008). Historia de la gestión. Barcelona, ediciones del Belloch.

10. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them reach their academic achievements. Other main actions are the students' inclusions with specific educational needs, universal accessibility on the different campuses of the university and equal opportunities.

From this unit we offer to our students:

1. Accompaniment and follow-up by means of counselling and personalized plans for students who need to improve their academic performance.

2. In terms of attention to diversity, non-significant curricular adjustments are made in terms of methodology and assessment for those students with specific educational needs, pursuing equal opportunities for all students.
3. We offer students different extracurricular resources to develop different competences that will encourage their personal and professional development.
4. Vocational guidance through the provision of tools and counselling to students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students in need of educational support can write to us at:

orientacioneducativa@universidadeuropea.es

11. ONLINE SURVEYS

Your opinion matters!

The Universidad Europea encourages you to participate in several surveys which help identify the strengths and areas we need to improve regarding professors, degree programs and the teaching-learning process.

The surveys will be made available in the “surveys” section in virtual campus or via e-mail.

Your assessment is necessary for us to improve.

Thank you very much for your participation.