Universidad de Navarra

Human Resources Management B

Teaching guide 2026-27

PRESENTATION

The management and leadership of people and work teams are essential aspects for today's organizations in a globalized, technological and changing context. This course aims to be a first approach in the work of managing people in organizations, since in one way or another every professional develops his activity surrounded by people: bosses, colleagues, subordinates, customers, suppliers.

On the one hand, we will study in depth the theoretical foundations that will help us understand what organizations are and how human relations are structured in them, and on the other hand, we will apply this knowledge live and direct through the case method and real simulations.

- **Degree**: Degree in Business Administration and Management. Degree in Economics.
- **Module/Subject**: Economics and Business/Economia y Empresa
- **ECTS**: 3
- **Course, semester**: 4th, eighth.
- **Character**: Required
- **Faculty**: Prof. Dr. Marcel Meyer
- **Language**: English
- **Classroom, Schedule:** https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios

LEARNING RESULTS (competencies)

CB2: That the students know how to apply their knowledge to their work or vocation in a professional way and possess the competences that are usually demonstrated by means of the elaboration and defense of arguments and the resolution of problems within their area of study.

CE21: To know the relationships between human resources management and other business functions.

Overall, the course aims to promote a humanistic approach to management that values individual dignity and personal development. It helps students understand human relationships within organizations, build confidence in people management, and develop key leadership and decision-making skills. Students will also learn to use practical tools for diagnosing and managing people-related challenges while encouraging continued learning in the field of human resource management.

PROGRAM

- **Human beings & work**

- **The nature of the company**

- **Human motivations**

- **Leadership**

- **HR competencies**

- **HR policies:**

  - Selection and training
  - How to develop the talent in my organization
  - Compensation

- **HR Management:** The future of work and the new economy

TRAINING ACTIVITIES

The total average time that the student should dedicate to the course would be **75 hours** distributed as follows:

Lectures with theoretical explanations, analysis of company cases, classroom exercises and simulations: **30 hours.**

Personal and team work: **45 h.**

EVALUATION

ORDINARY CALL

Of the total grade, 70% corresponds to the practical component and 30% to the theoretical component. For each part to count toward the final grade, at least half of the marks in each of the two sections must be achieved.

Practical component (70%)

- Individual assignments (40%)
- Group assignments (30%)

Theoretical component (30%)

- Final Exam (30%)

EXTRAORDINARY CALL

- **The extraordinary exam typically follows a similar structure as the standard exam.**

If the practical component has been passed, and the student wishes, the practical grade from the ordinary examination session will be retained, and the extraordinary examination will account for 30% of the final grade. The student must pass the exam in order to pass the course.

If the practical component has not been passed, or if the student prefers, the extraordinary examination will account for 100% of the final grade.

Students with special educational needs must contact the Academic Coordination Office of the faculty/school in advance to obtain authorization for the corresponding accommodations (for example, additional time during exams). This authorization must be sent by the student to the lecturer. It is recommended that this process be completed at the beginning of the semester.

In general, this course adheres to the general rules and guidelines established by the faculty / university.

OPENING HOURS

Prof. Dr. Marcel Meyer (mmeyer@unav.es)

Office: 2050 (AMIGOS BUILDING, SECOND FLOOR)

Universidad de Navarra

Office Hours: (soon to be announced)

Please write an email and make an appointment before coming to the office.

BIBLIOGRAPHY AND RESOURCES

Basic bibliography:

Gomez, L. R., Balkin, D. B., Carson, K.P. & Cardy, R. L. (2021). Human resource management. 9th Edition. PEARSON

Supplementary bibliography.

Guillén, M. (2020). *Motivation in organisations: Searching for a meaningful work-life balance*. Routledge.

Cameron, K. S. (2012). Positive Leadership: Strategies for Extraordinary Performance. San Francisco, CA: Berrett-Koehler Publishers. Find it in the Library (ebook)

López, J. A. P. (2021). *Foundations of management*. Ediciones Rialp, SA.