



Human Resources Management A

Subject guide 2025-26

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/Economía y Empresa
- **ECTS:** 3
- **Course, semester:** 4th, eighth.
- **Character:** Required
- **Faculty:** Enrique Monjaraz
- **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.

PROGRAM

- The phenomenon and development of the managerial function
- The nature of the company: Formal and informal systems, human motivations and sense of work
- Exercise of power and leadership development
- Keys to persuasive communication
- Control in HR
- **MIDTERM EXAM February 19**
- People Analytics: Measuring to improve



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

FINAL EXAM: May 2nd

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

To pass the course, students must achieve at least **50% in the final exam and 50% of cases and readings**.

Failure to meet 50% in these 2 categories results in course failure, regardless of overall average.

Team final project: 10%

Quizzes: 15%

Cases and reading: 20% , (50% minimum required)

Midterm: 15%

Final Exam: 40% (50% minimum required)

No late submissions accepted by email

EXTRAORDINARY CALL

The practical grade of the ordinary exam will be kept in the case of having passed it.

If the practical part has been passed in the ordinary exam, exam (30%).

If the practical part has not been passed in the ordinary exam, exam (100%).

OPENING HOURS

Prof. Enrique Monjaraz (cmonjarazdi@external.unav.es)



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- Despacho..... Edificio. Planta
- Horario de tutoría:

BIBLIOGRAPHY AND RESOURCES

Basic bibliography:

§ Urcola, J.L. (2010): Dirigir personas: fondo y formas (6th ed.). Esic editorial

§ Gomez, L. R., Balkin, D. B., & Cardy, R. L. (2019). Human resource management.

Supplementary bibliography.

§ Guillen, P. (2021) Motivation in organizations and sense of work. Editorial Tirant lo Blanch.

§ Maella, P., & Cerrillo, P. M. (2008). Gestionar con sencillez: Mitos y realidades del liderazgo. Profit Editorial.

§ Pérez López, J.A. (2018): Fundamentos de dirección de empresas (7th ed). Rialp.

§ Rodriguez Porras, J.M. (2007): El factor humano en la empresa. Deusto ediciones.