



Human Resources Management A

Subject guide 2025-26

1. BRIEF DESCRIPTION

During your careers, you will continuously need to work for and with other people. Hence, soft skills become crucial in this domain. An understanding of the human side of organizations is a key complement to the technical skills that you are acquiring in other core business areas of your degree. This course is an introduction to some of the most relevant concepts in human resource management and people's leadership.

We will study theoretical concepts that will help us to understand what organizations are, and how human relationships are structured, and you will apply this knowledge by completing live exercises and simulations.

Compulsory subject in your degree

- **Degree:** Grado en Administración y dirección de empresas. Grado en Economía.
- **Module:** Economía y Empresa
- **Credits:** 3 ECTS.
- **Year, semester:** 4th, eighth
- **Lecturer:** Dr. Francisco Javier Zambonino Vázquez (fzambonino@external.unav.es)
- **Language:** English.
- **Classroom,schedule:**

<https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>

2. LEARNING OUTCOMES (Competencies)

Basic Competencies (Management and Economics)

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way.

They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

General Competencies (Management and Economics)

GC21. Knowing the relationships between the human resources management and the other functions of an organization.



3. PROGRAM

The content of this course has been split in two blocks:

Block 1: Human Resources Management at a macro level.

In this block, the HR policies and main processes in organizations are described.

- o Recruitment, Placement, y Talent Management
- o Training & Development
- o Performance Management & Appraisal
- o Compensation & Benefits
- o Employees & Labor Relation

Block 2: Human Resources Management at a micro level.

In this block, the fundamental elements of the HR management in teams (functional & project teams), from the perspective of leaders and their skills, are developed so that to highlight the role of leaders as builders of high performing teams.

- o What is leadership, leaders' superpowers, and barriers for an effective leadership
- o The impact of the Organizational Culture
- o Leadership styles
- o Teams' lifecycle and the role of the leader at every stage
- o Leaders' mindset (the Inference Ladder, and Unilateral Control vs. Mutual Learning Mindsets)
- o Hawkins model for High-Performing working Teams
- o Team dysfunctions and required skills for leaders to address them
- o Continuous improvement
- o Leadership & Emotional Intelligence

4. EDUCATIONAL ACTIVITIES

The average time that the student is expected to spend in this subject is 75 hours, distributed as follows.

- Expository classes with theoretical explanations, classroom exercises and simulations: 30 h.
- Regular submissions: 15 h.
- Personal reading and teamwork: 30 h.



5. ASSESSMENT

5.1. First call

[50%] Class activities, attendance & regular submissions

- Class attendance & participation (learning log, weekly individual submission)
- Practical cases pre-worked (pre-class activity, weekly individual submission)
- Group work (in-class discussions, weekly submissions in teams)

Bonus 0.5 points: Team submission (optional work in small teams set up by students)

[50%] Final exam (open book)

Open book exam about theoretical concepts and its practical application in real scenarios. Passing the exam is necessary to pass the course.

Material of study including slides, articles, papers, and documents handed out in and after the lectures.

[5% bonus] Team submission

Optional work in small teams.

5.2. Second call

[100%] Extraordinary exam

Open book exam about theoretical concepts and its practical application in real scenarios.

Material of study including slides, articles, papers, and documents handed out in and after the lectures.

Please check the exam classroom here <https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/examenes>

6. BIBLIOGRAPHY

Papers, articles and references to books to be shared regularly as the lectures progress.

Texts to be read in an ongoing basis before and after each lecture (no need to study in advance).

No book in this list is compulsory for passing this course. They are referenced here so that to support students' learning when interested in deeper understanding of some concepts shared in the classroom.

Bock L. (2015). Work rules! Insights from inside Google that will transform how you live and lead. John Murray.

Gary, D. (2011). Human resource management (16th Edition). Pearson Education.



Universidad
de Navarra

- Gómez, L. R., Balkin, D. B., & Cardy, R. L. (2019). Gestión de recursos humanos.
- Grant A. (2013). Give and take: A revolutionary approach to success. Penguin
- Guillen, M. (2021) Motivation in organisations. Routledge.
- Maella, P., & Cerrillo, P. M. (2008). Gestionar con sencillez: Mitos y realidades del liderazgo. Profit Editorial.
- Noe R., Hollenbeck J., Gerhart B., & Wright P. (2019). Fundamentals of Human Resource Management (8th edition). McGraw-Hill.
- Pérez López, J.A. (2018): Fundamentos de dirección de empresas (7ª ed). Rialp.
- Pink, D. H. (2011). Drive: The surprising truth about what motivates us. penguin.
- Robbins S. P., & Judge T. (2021). Essentials of organizational behavior (15th ed.). Pearson.
- Rodriguez Porras, J.M. (2007): El factor humano en la empresa. Deusto ediciones.
- Sinek, S. (2014). Leaders eat last: Why some teams pull together and others don't. Penguin.
- Urcola, J.L. (2010): Dirigir personas: fondo y formas (6ª ed.). Esic editorial

7. PROFESSOR

Dr. D. Francisco Javier Zambonino Vázquez

Guest professor in the Faculty of Communication at Tecnun and in the Faculty of Economics at the University of Navarra. He holds a Doctorate in Communication from the University of Navarra, a Master's in Innovation from the University of Mondragón, and a degree in Industrial Engineering from the University of Seville. He has been collaborating continuously with the University of Navarra since the 2017-2018 academic year.

He currently works as a Senior Improvement Consultant at the multinational company Siemens Energy. He has developed his professional career in the field of renewable energies, primarily serving in various roles such as department director, program director, team coach, and facilitator of improvement projects. He has extensive experience in leading high-performance multicultural teams, implementing Business Agility processes, managing continuous improvement, and driving transformation and change.