

TEACHING GUIDE

HUMAN RESOURCES

GRADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (INGLÉS)

ACADEMIC YEAR 2026-27

Publication date: 26-06-2026



I.-Subject Identification

Type	OBLIGATORIA
Teaching period	3 course, 2Q semester
Nº of credits	4.5
Language in wich the subject is taught	English

II.-Presentation

The main aim of this course is to understand the functions, roles, and objectives of the Human Resources (HR) department within organizations. Students must learn the key concepts and specific vocabulary related to human resources planning, organizing, control, and management. Finally, students must analyze how theory applies to practice in the current economic context.

III.-Learning outcomes

CI01. Ability to analyse and synthesise: analysis, synthesis, evaluation and decision-making based on relevant information records on the company's position and potential growth.
 CI06. Ability to analyse, search for and interpret information from different sources: ability to identify sources of relevant economic data, obtain and select information that non-professionals are not capable of recognising
 CI07. Ability to solve problems
 CP01. Ability to work in an interdisciplinary team.
 CP05. Commitment to values in the workplace.
 CS01. Ability to study independently.
 CPR01. Practical application of knowledge.
 CP20 . Ability to identify and quantify uncertainty in decision problems
 CE05. Skills, Knowledge, both basic and specialized on the understanding of the operation, management and control of the different functional areas of the Human Resources Company
 CP02. Ability of application of the theoretical, methodological knowledge and of the technologies acquired in the process of formation
 CP07 . Ability to manage human resources
 CP19 . Understanding a historical framework that allows locate the problem under study

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.



IV.-Contents

IV.A.-Syllabus

Topic	Sections
Topic 1. Introduction to HR management	1.1. HR in the company. 1.2. Management of HR. 1.3. New trends in HR management.
Topic 2. Job analysis	2.1. Concepts of job analysis. 2.2. Job analysis process. 2.3. Job analysis and specification. 2.4. Job design and redesign. 2.5. New trends in job analysis.
Topic 3. HR Planning	3.1. HR Planning 3.2 The HR planning process 3.3 HR information systems
Topic 4. Recruitment	4.1. Concept and process of recruitment 4.2. Sources and methods of recruitment 4.3. New trends in recruiting
Topic 5. Selection and socialization	5.1. Selection: concept and process 5.2. Tools and methods for selection 5.3. New trends in selection 5.4. Socialization process
Topic 6. Training	6.1 Training and HR development 6.2 Training programs 6.3. New trends in training
Topic 7. Careers plans	7.1. Concept of professional career 7.2. Career plan management 7.3. New trends in career management
Topic 8. Performance appraisal and management	8.1. Performance evaluation and appraisal. 8.2. The process of performance evaluation. 8.3. Performance management and improvement. 8.4. New trends in performance appraisal.
Topic 9. Compensation in the company	9.1. Compensation in the company. 9.2. Compensation management. 9.3. New trends in compensation management.
Topic 10. Subtractive process	10.1. Subtractive process 10.2. Voluntary job termination. 10.3. Layoffs 10.4. Outplacement.

IV.B.-Training activities

Type	Title
Resolution of exercises, problems, case studies	Group and individual assignments
Test and/or exams	Final exam



Group work	Individual and group projects
Academic tutorials	Academic tutoring
Other activities	Seminars, courses, workshops, conferences, and other activities suggested by the instructor
Theoretical sessions	On-site theoretical and practical lessons

V.-Student workload	
Theoretical sessions	23
Resolution of exercises, problems, case studies, etc.	20
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	2
Academic tutorials	16
Related activities: conferences, seminars, etc.	20
Preparation of theoretical sessions and self-study	20
Preparation of practical tasks, exercises, case studies, projects, etc.	20
Preparation for tests and/or exams	14
Total student workload	135

VI.-Methodology and academic programme		
Type	Period	Content
Practical sessions	Week 1 to Week 15	Practical cases, group projects, presentations, other activities.
Tests and/or exams	Week 16 to Week 17	Final exam.
Theoretical sessions	Week 1 to Week 15	Masterclasses.
Academic tutorials	Week 1 to Week 15	Academic tutoring



VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.

All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.

The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).

Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.

The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities

The subject is evaluated based on a continuous assessment system.

ORDINARY EVALUATION:

- **Practical activities:** These will account for 40% (4 points) of the total course grade. The grades for these practices are cumulative, and there is no minimum grade requirement to pass them. The students will submit between 3 and 6 assignments during the course; further information on the dates and details of these assignments will be communicated by the professor

during the first weeks of the academic term.

The practical activities are non-reassessable. (They are not re-assessable during the extraordinary evaluation period since they were corrected and discussed during the semester.) Practical activities submitted after the deadline will not be accepted, and practical activities performed in class cannot be submitted on a different day.

- **Exam:** The exam will account for 60% (6 points) of the total course grade and will consist of an exam with theoretical and practical content. The test is reassessable, and the minimum required score for this test, in total, is 3 points out of 6.

Description of the evaluation tests and their weighting:

Item	% Weight	Description	Minimum percentage to pass	Reassessable activity
Practical activities	40%	Individual and group activities, exercises, presentations, etc.	No	No
Exam	60%	Final test of all the syllabus contents	50%	Yes

The course will be passed with a minimum score of 5 out of 10 (50% of the total course grade), provided that the minimum requirements are met for each component. **It is essential to pass the theoretical-practical exam for the practical activity grades to be counted.** Practical activities conducted during the course will not be reassessed in the extraordinary session, as they consist of oral presentations, debates, in-class exercises, role-plays, etc.

EXTRAORDINARY EVALUATION:

Students who did not pass or did not participate in the regular evaluation will be subject to an extraordinary assessment to verify the acquisition of the competencies established in the course guide. The exam (theoretical-practical) is reassessable in the extraordinary evaluation and will carry the same weight in the final grade as in the regular evaluation. Practical activities are **not reassessable** during this period, as they were already corrected and discussed in class during the semester.

-EARLY EVALUATION:

For those students who apply for an early examination and are granted it because they meet the requirements established in the URJC Learning Outcomes Evaluation Regulations

(https://www.urjc.es/images/Universidad/Presentacion/normativa/Procedimiento_extraordinario_para_la_finalizacion_de_estudios_de_grado.pdf), the evaluation method to be applied will be a theoretical-practical exam covering the entire syllabus, given the special characteristics of this evaluation.

Additional Considerations:

- **Spelling and Expression:** Written tests and assignments will be graded on spelling and clarity of expression. Each instructor will determine the specific correction criteria.
- **Originality:** All written exercises and tests must be original. Proper citation must be used when referencing external sources. Plagiarism and/or copying will result in the failure of the corresponding test or activity.



•**Evaluation Requirements:** Students who pass the course in the regular evaluation period cannot take the extraordinary exam to improve their grade.

VII.B. Assessment of students with academic exemption from class attendance

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.

Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.

VIII.-Teaching resources and materials

Basic bibliography

Gómez-Mejía, L. R., Balkin, D. B., & Carson, K. P. (2020). Managing human resources (9th ed.). Pearson Education.

De la Calle Durán, M. C., & Ortiz de Urbina Criado, M. (2018). Fundamentos de recursos humanos (3.ª ed.). Pearson Educación.

Consultation bibliography

Bach, S. (Ed.). (2013). Managing human resources: Human resource management in transition (5th ed.). Wiley-Blackwell.

Chiavenato, I. (2017). Administración de recursos humanos: El capital humano de las organizaciones (10.ª ed.). McGraw-Hill.

De la Calle Durán, M. C., Campos García, I., & Pelechano Barahona, E. (Coords.). (2025). Competencias transversales: La llave que aporta valor. Ediciones Pirámide.

Dessler, G. (2023). Administración de recursos humanos (15.ª ed.). Pearson Educación.

Dolan, S. L., Valle Cabrera, R., Jackson, S. E., & Schuler, R. S. (2013). La gestión de los recursos humanos (3.ª ed.). McGraw-Hill Interamericana de España.

Dolan, S. L., Valle Cabrera, R., & López Cabrales, Á. (2022). La gestión de personas y del talento: La gestión de los recursos humanos en el siglo XXI (5.ª ed.). McGraw-Hill.

Sharma, D. (2020). How to recruit, incentivize and retain Millennials. SAGE Publications Pvt. Ltd.

Tyson, S. (2015). Essentials of human resource management (6th ed.). Routledge.

IX.-Professors

Name and surname	LYDIA MURILLO RAMOS
E-mail address	lydia.murillo@urjc.es
Department	Economía de la Empresa (ADO), Economía Aplicada II y Fundamentos Análisis Económico
Campus	Madrid - Vicálvaro
Category	Profesor/a Ayudante Doctor/a
Academic degree	Doctor
Person responsible for the subject	No
Tutorial timetable	Para consultar las tutorías póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	0
Number of sexennia	0
No. of positive evaluations by Docencia	1



