



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE DE DIRECCIÓN DE PERSONAS 2026-27

DATOS GENERALES

Nombre:	DIRECCIÓN DE PERSONAS
Código:	801346 (BUSINESSTECH)
Curso:	2026-27
Titulación:	Grado en Empresa, Innovación y Tecnología
N.º de créditos (ECTS):	6
Ubicación en el plan de estudios:	3er. Curso, 1er. cuatrimestre
Departamento:	Dirección de personas y desarrollo profesional
Responsable departamento:	Dra. Cristina Cáliz
Fecha de la última revisión:	Julio 2026
Profesorado:	Prof. Montse Carrillo Plaza Dra. Dolores Ruiz

OVERVIEW

The course aims to make students aware that people management is a strategic function for the competitiveness, innovation, and sustainability of organisations. In an environment shaped by digitalisation, artificial intelligence, the transformation of work models, talent shortages, and data-driven decision-making, managing people involves designing policies and practices capable of creating organisational value.

To this end, students will analyse the main people management processes from an applied and up-to-date perspective: people strategy, organisational design, workforce planning, job analysis, talent attraction and selection, employee experience, onboarding, performance management, feedback, training, professional development, compensation, well-being, and retention.

The course incorporates People Analytics and artificial intelligence applied to human resources as distinctive elements. Students will work with key indicators related to selection, turnover, absenteeism, performance, development, engagement, and diversity, learning how to interpret data and support people management decisions. Likewise, the opportunities and risks of AI in processes such as selection, evaluation, training, and talent management will be analysed, considering ethical aspects such as transparency, privacy, bias, and equity.

Through case studies, applied activities, data analysis, and business problem-solving, students will develop the ability to design, justify, and evaluate people management decisions aligned with organisational strategy. The ultimate goal is to train professionals capable of addressing the human challenges of business with strategic vision, digital competence, ethical judgement, and analytical capacity.

OBJECTIVES

At the end of the course, students will be able to:

- Understand people management as a strategic function linked to competitiveness, innovation, organisational culture, and business results.
- Analyse the main people management processes from an applied perspective: workforce planning, job analysis, talent attraction and selection, onboarding, performance, training, development, compensation, well-being, and retention.
- Design people management proposals aligned with the organisation's strategy, organisational needs, and business context.
- Use human resources indicators and a approach to People Analytics to interpret organisational situations, identify needs, and support decision-making.
- Identify the impact of artificial intelligence and digital technologies on human resources processes, assessing their opportunities, limitations, and ethical challenges.
- Recognise the importance of building inclusive, healthy, and equitable work environments, considering diversity, bias, and employee well-being.
- Develop the ability to solve real people management problems through case studies, data analysis, collaborative work, and reasoned decision-making.

LEARNING OUTCOMES

Upon completion of the course, students will be able to:

- Analyse the strategic role of people management and talent management in the creation of organisational value, considering their relationship with business strategy, corporate culture and sustainability.
- Identify, interpret and apply the key concepts related to intellectual capital, talent and competencies, assessing their impact on competitiveness, innovation and organisational development.
- Design talent management proposals aligned with organisational needs, incorporating criteria related to workforce planning, talent attraction, development, retention and performance assessment.
- Evaluate people management policies and practices from an ethical, inclusive and responsible perspective, taking into account diversity, equity, wellbeing and the emerging challenges of the labour market.
- Use information, indicators and digital tools to support decision-making in talent management, introducing the use of People Analytics and artificial intelligence applied to people management.
- Develop and defend applied intervention proposals in talent management, integrating diagnosis, critical analysis, decision-making and professional argumentation.

CONTENTS

TEMA 1. PEOPLE MANAGEMENT, STRATEGY AND ORGANISATIONAL DESIGN

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Explain the evolution of the Human Resources function towards strategic people management.
- Analyse the relationship between business strategy, organisational culture, productivity, innovation and results.
- Identify the main current challenges in people management in an environment shaped by digitalisation, artificial intelligence, data and the transformation of work.
- Understand how organisational design, structure and people policies influence talent management.
- Carry out an initial diagnosis of organisational needs related to structure, talent, climate and processes.
- Recognise, at an introductory level, the basic labour-related limits that condition people management decisions.

Contents

- 1.1 The evolution from Human Resources to People Management.
- 1.2 People management, competitive advantage and innovation.
- 1.3 The relationship between people, culture, productivity and results.
- 1.4 Alignment between business strategy and people strategy.
- 1.5 Organisational design, structures and talent needs.
- 1.6 Initial diagnosis: structure, talent, climate and processes.
- 1.7 Introduction to the labour framework in people-related decision-making.

TEMA 2. TALENT PLANNING, JOB ROLES, COMPETENCIES AND ATTRACTION

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Analyse the future talent needs of an organisation based on its strategy, growth and business context.
- Understand the importance of strategic workforce planning in people management decision-making.

- Design job roles and professional profiles focused on results, critical competencies and contribution to organisational value.
- Identify competency gaps and propose hiring, training or organisational redesign decisions.
- Analyse the labour market and talent acquisition needs according to the business context.
- Understand the role of employer branding and the employee value proposition in attracting suitable profiles.
- Recognise the use of digital tools and artificial intelligence in talent planning and attraction, assessing their opportunities and limitations.

Contents

- 2.1 Strategic workforce planning and future talent needs.
- 2.2 Job architecture: professional families, levels and critical roles.
- 2.3 Job design focused on results, competencies and organisational value.
- 2.4 Skills gaps, future competencies and talent coverage decisions.
- 2.5 Labour market, talent shortages and critical profiles.
- 2.6 Employer branding, employee value proposition and employer reputation.
- 2.7 Recruitment channels, talent acquisition funnel and basic attraction metrics.
- 2.8 Digital tools and artificial intelligence applied to talent planning and attraction.

TEMA 3. SELECTION, ARTIFICIAL INTELLIGENCE, ETHICS, BIAS AND INCLUSION

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Design selection processes based on professional and objective criteria aligned with job requirements.
- Apply structured interviews and decision-making criteria that improve the validity, fairness and quality of the selection process.
- Identify the use of Applicant Tracking Systems, digital tools and artificial intelligence in selection processes.
- Analyse the ethical risks associated with the use of data, digital tools and artificial intelligence in people-related decisions.
- Identify human and algorithmic biases in selection, assessment, promotion and development.
- Apply criteria of transparency, traceability, privacy, fairness, inclusion and human oversight in HR decisions.
- Propose improvements to design fairer, more responsible and more inclusive selection and talent management processes.

Contents

- 3.1 Design of evidence-based selection processes using professional criteria.
- 3.2 Structured interviews, assessment criteria and decision-making.
- 3.3 Use of ATS, digital tools and artificial intelligence in selection.
- 3.4 AI applied to CV screening, interviews, tests and candidate assessment.
- 3.5 Validity, fairness, transparency and traceability in digitalised selection processes.
- 3.6 Human and algorithmic biases in people management decisions.
- 3.7 Diversity, equality, inclusion and non-discrimination as quality criteria in HR.
- 3.8 Privacy, human oversight and the limits of automation in people-related decisions.

TEMA 4. EMPLOYEE EXPERIENCE, ONBOARDING, PERFORMANCE AND FEEDBACK

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Understand the employee life cycle and the key moments that influence employee experience within the organisation.
- Design onboarding processes focused on integration, role clarity, sense of belonging and initial performance.
- Analyse the relationship between employee experience, engagement, productivity, wellbeing and talent retention.
- Understand performance management as a continuous system for monitoring, improvement and professional development.
- Design objectives, indicators and monitoring mechanisms aligned with the needs of the role and the organisation.
- Apply professional criteria to prepare feedback, development and performance improvement conversations.
- Identify biases and risks in performance assessment and in decisions related to promotion, development or intervention.
- Recognise the use of digital tools and artificial intelligence in onboarding, internal communication, performance monitoring and feedback.

Contents

- 4.1 Employee life cycle and key moments in the professional experience.
- 4.2 Employee experience, engagement, productivity, wellbeing and retention.
- 4.3 Onboarding design: objectives, phases and 30-60-90-day plan.
- 4.4 Integration, sense of belonging, role clarity and initial performance.
- 4.5 Performance management as a continuous system for monitoring and improvement.

- 4.6 Objectives, indicators and monitoring of individual and organisational performance.
- 4.7 Feedback, development conversations and performance improvement plans.
- 4.8 Biases in performance assessment and decisions on promotion, development or intervention.
- 4.9 Digital tools and artificial intelligence applied to onboarding, internal communication, performance and feedback.

TEMA 5. DEVELOPMENT, CAREER, LABOUR RELATIONS, COMPENSATION AND WELLBEING

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Identify training needs based on organisational objectives, job requirements and professional development needs.
- Understand the role of upskilling and reskilling in adapting talent to changes in business, technology and the labour market.
- Design training and development plans aligned with organisational priorities and professional growth.
- Analyse the value of mentoring, career pathways and internal mobility as tools for development and retention.
- Understand the practical role of labour relations in people management decisions.
- Identify key working conditions related to working hours, schedules, flexibility, remote work, rest periods and the right to disconnect.
- Analyse remuneration policies, salary structure, benefits and total compensation from a people management perspective.
- Explain the relationship between wellbeing, absenteeism, engagement and talent retention.

Contents

- 5.1 Training needs analysis and competency development.
- 5.2 Upskilling, reskilling and talent adaptation to changes in the environment.
- 5.3 Training plans, professional development and continuous learning.
- 5.4 Mentoring, career pathways and internal mobility.
- 5.5 Practical framework of labour relations in people management.
- 5.6 Working hours, schedules, flexibility, remote work, rest periods and the right to disconnect.
- 5.7 Remuneration policy, salary, benefits and total compensation.
- 5.8 Collective agreements, working conditions and internal equity.
- 5.9 Wellbeing, absenteeism, engagement and talent retention.

TEMA 6. PEOPLE ANALYTICS, ARTIFICIAL INTELLIGENCE APPLIED TO HR AND INTEGRATIVE CASE STUDY

Learning Outcomes

After studying this topic and completing the practical activities, students will be able to:

- Identify the main people management indicators and understand their usefulness for decision-making.
- Analyse metrics related to selection, turnover, absenteeism, training, performance, engagement, diversity and labour costs.
- Understand the basic principles of People Analytics and its application to organisational decision-making.
- Interpret HR data to detect problems, identify trends and propose evidence-based actions.
- Produce basic visualisations and simple dashboards to communicate relevant information on people management.
- Identify the main uses of artificial intelligence in HR and understand its impact on people management processes.
- Assess the opportunities, limitations and risks of artificial intelligence applied to HR.
- Integrate strategy, talent, indicators, artificial intelligence, ethics, wellbeing and the labour framework in the resolution of a final practical case study.

Contents

- 6.1 Key indicators in people management.
- 6.2 Metrics related to selection, turnover, absenteeism, training, performance, engagement, diversity and labour costs.
- 6.3 Introduction to People Analytics and data-driven decision-making.
- 6.4 Interpretation of HR data to detect problems, trends and intervention needs.
- 6.5 Data visualisation and basic construction of HR dashboards.
- 6.6 Main uses of artificial intelligence in Human Resources.
- 6.7 AI applied to recruitment, onboarding, performance, training, internal communication and talent management.
- 6.8 Opportunities, limitations, ethical risks and limits of AI in people management.
- 6.9 Integrative case study: strategy, talent, metrics, AI, ethics, wellbeing and labour framework.

5. TEACHING AND LEARNING METHODOLOGY

Semi-presential group:

The semi-face-to-face modality combines online preparation and autonomous work with in-class sessions focused on application, discussion, and problem-solving. Students will review theoretical materials, readings, and audiovisual resources through the virtual campus before attending the classroom sessions.

Face-to-face sessions will be used to consolidate knowledge through case studies, group work, debates, role-plays, data analysis, and the discussion of professional scenarios. The activities are designed to connect students' previous experience with the strategic, technological, ethical, and labour-related challenges of people management.

The main learning activities include:

- Independent study and preparation of course content.
- Online completion of individual and group assignments.
- Group work and collaborative learning activities.
- In-class case discussions and problem-solving activities.
- Interpretation of HR indicators and basic People Analytics exercises.
- Applied activities involving digital tools and AI in HR.

6. EVALUATION

In accordance with the Bologna Process, the course is assessed through a continuous assessment model that rewards students' sustained and consistent effort throughout the semester.

The final grade for the course (FG) will be calculated according to the following formula:

- **FG = (Final on-site examination x 60%) + (Partial assessment activities x 40%)**
- The final on-site examination is a comprehensive assessment and has two sittings.
- The minimum grade required in the final examination in order to calculate the final grade (FG) is 40 out of 100. If this minimum grade is not achieved, the final grade for the course will be the grade obtained in the final examination.
- The course is passed with a final grade (FG) equal to or greater than 50 out of 100.

Semi-presential group:

Type of activity	Description	% Evaluation	
Deliveries:			30%
Assignment 1	Group work and brief oral presentation: "Strategic People Diagnosis"	6%	
Assignment 2	Group work and role-play: "Digital Selection, AI and Inclusion Audit"	7%	
Assignment 3	Group work and brief oral presentation: "Employee Lifecycle and Performance Intervention"	7%	
Assignment 4	Data analysis + final presentation: "People Analytics Boardroom"	10%	
Questionnaires:			10%
Test 1	Topic 1 test	1,5%	
Test 2	Topic 2 test	1,5%	
Test 3	Topic 3 test	1,5%	
Test 4	Topic 4 test	1,5%	
Test 5	Topic 5 test	2%	
Test 6	Topic 6 test	2%	
Final exam			60%
Final examination	On-site final examination	100%	

In the semi-face-to-face modality, assessment activities will be distributed across both in-class and online learning sessions, ensuring that students complete assessed practical work in face-to-face sessions and in online/asynchronous sessions throughout the semester.

7. BIBLIOGRAPHY

7.1. BASIC BIBLIOGRAPHY

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Dessler, G. (2024). *Human resource management* (17th ed.). Pearson.

Eubanks, B. (2025). *Artificial intelligence for HR: Use AI to support and develop a successful workforce* (3rd ed.). Kogan Page.

Ferrar, J., & Green, D. (2021). *Excellence in people analytics: How to use workforce data to create business value*. Kogan Page.

Marr, B. (2023). *Data-driven HR: How to use AI, analytics and data to drive performance* (2nd ed.). Kogan Page.

7.2. COMPLEMENTARY BIBLIOGRAPHY

Armstrong, M. (2024). *Armstrong's handbook of strategic human resource management: Improve business performance through strategic people management* (8th ed.). Kogan Page.

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World Economic Forum. (2025). *The future of jobs report 2025*. World Economic Forum.