esade

TEACHING GUIDE - 2025-2026

People Management

UGRA_002640

Departments	Department of People Management & Organisation
Teaching Languages	English
ECTS	3
Teacher responsible	Anselm Maria Divi Tormo - anselm.divi@esade.edu

Course Goals

At the end of the course students should:

1. Understand what managing people is about and why is it strategic for organizations

2. Be aware of the main challenges and responsibilities a manager (general or functional) has in managing people

3. Be familiar with some basic tools that enable a more effective exercise of these responsibilities of People Management

Previous knowledge

None

Prerequisits

None

Recomended courses

None

Teaching methodology

NOTE: Students must achieve a minimum grade of 5.0 on the final exam(s) of a course to be eligible to pass the course; a grade lower than 5.0 in the exam will become the student's final grade without averaging in other assessments. This rule applies to retake exams as well.

Description

Course contribution to program

People Management courses have gained increasing attention and prominence in the curricula of major Business Schools in recent years. In this course, students will be introduced to the basics of people management. People management aims at understanding and managing the factors that have a significant influence on people's behaviour at work and may help

organizations to compete and achieve its expected results with purpose.

Short description

The course is divided into 6 modules.

Module 1: Strategic Human Resources Management

Module 2: HR flows

Module 3: Performance Management

Module 4: Compensation and Benefits

Module 5: Modern Labour Relations

Module 6: Culture, employer and employee branding, and Leadership

Bibliography

Armstrong, M. & Taylor, S. (2020), Armstrong's Handbook of Human Resource Management Practice (15th ed). (Book)

Lepak, D. y Gowan, M., Human Resource Management. Managing employees for competitive advantage, Pearson: Upper Saddle River, New Jersey. 2010 (Book)

Activities

Readings
In each session it will be a mandatory reading

Case study analyses
In each session it will be a business case to be discussed in class

Content

#	Topic
1	An Overview of Strategic Human Resource Management -A framework for managing people -What makes Managing People strategic -Managers involvement in managing people
2	HR flows -Workforce planning -Recruitment -Selection -Socialization and person-job fit -Training and development -Career progression and succession planning -Exit from the Organization
3	Performance management -Identifying performance dimensions -Developing performance measures -Types of appraisal systems -Providing feedback
4	Compensation and Benefits -Internal and external alignment -Pay for performance -Incentives, rewards and fringe benefits
5	Modern Labour Relations -Individual versus collective labours relations -Role of trade unions and Works Councils -New labour relations: riders, remote work, holacracy
6	Culture, employer and employee branding, and Leadership -Organizational culture -Employer branding -Employee branding
7	Team Project presentations
8	Wrap-up and recap of People Management takeaways with a business case discussion

Assessment

Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Class participation	Retake and ordinary round	33.30%
Teamwork with companies or other organizations	Team project	Retake and ordinary round	33.30%
Written and/or oral exams	Final Exam	Retake and ordinary round	33.40%

PROGRAMS

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)
BITLASI22 Year 3 (Mandatory)