### Course Information

<table>
<thead>
<tr>
<th>Full name</th>
<th>Compensation and rewards</th>
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<tr>
<td>Code</td>
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<tr>
<td>Degree</td>
<td>Master's Degree in Talent Management / Master in Talent Management from Comillas Pontifical University</td>
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<td>Taught in</td>
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<td>Type</td>
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<tr>
<td>Person in charge</td>
<td>Jorge Herráiz Romero</td>
</tr>
<tr>
<td>Office hours</td>
<td>Continuous availability via email</td>
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</table>

### Professor Information

#### Professor

<table>
<thead>
<tr>
<th>Name</th>
<th>Jorge Herráiz Romero</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department/Area</td>
<td>Advantere</td>
</tr>
<tr>
<td>Office</td>
<td>Continuous availability via email</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:j.herraiz@advantere.org">j.herraiz@advantere.org</a></td>
</tr>
</tbody>
</table>

#### Professor

<table>
<thead>
<tr>
<th>Name</th>
<th>Mario Cerón Hernández</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department/Area</td>
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</tr>
<tr>
<td>Office</td>
<td>Continuous availability via email</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:m.ceron@advantere.org">m.ceron@advantere.org</a></td>
</tr>
</tbody>
</table>

#### Professor

<table>
<thead>
<tr>
<th>Name</th>
<th>Cristina Martín García</th>
</tr>
</thead>
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<tr>
<td>Department/Area</td>
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<td>Continuous availability via email</td>
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<tr>
<td>Email</td>
<td><a href="mailto:c.martin@advantere.org">c.martin@advantere.org</a></td>
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</table>
SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

**Compensation and rewards**

The way in which each organization manages its people has become a differential and key factor for businesses. This is the only way to attract and retain in the long term the best professionals, necessary to face a digitalized, changing, disruptive and increasingly competitive future.

Within the different areas of Human Capital management, one of the most strategic is that of compensation and benefits, which is increasingly closer to that of General Management due to its impact on business results. This is a critical function within organizations, at a time when turnover management has become a matter of survival, having also to manage other aspects such as high inflation globally, digitalization processes with their corresponding upskilling/reskilling needs, compensation linked to the new skills demanded by companies, agile and project-based work models, new transparency requirements and the need to eliminate the wage gap between women and men. Added to this is the impact of ESG measures that are being implemented in most organizations, with the aim of complying with new environmental, social and good governance sustainability criteria. The way a company is governed (Corporate Governance) is decisive as a strategy for creating value and as an element of long-term subsistence of companies. People management, together with the Compliance area, must ensure that all "Good Governance" recommendations are complied with and that ETHICAL behavior is the light that illuminates all decisions. The Remuneration and Benefits professional has a leading role here.

And the challenges do not end here; in addition to all of the above, there is the circumstance of having to manage four very different generations, responding to the different problems posed by each of them. Among others, we find the need to personalize and make benefits more flexible so that each person finds the remuneration package that best suits his or her needs, and on the other hand, a generalized demand for financial education, which is necessary to set up long-term sustainable social welfare systems.

The Talent, Remuneration and Benefits course focuses on providing students with a broad vision of all these factors, allowing them to enter the business world with a broad perspective, capable of training future professionals with technical skills and at the same time with a strategic vision.

Compensation managers are essential players in the design of organizational, compensation and governance strategy, key factors in the success of the most competitive and dynamic companies.
## Competences – Objectives

### Competences

#### GENERAL

<table>
<thead>
<tr>
<th>CG1</th>
<th>Define, design, develop, write and present findings and results of talent management projects.</th>
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</thead>
<tbody>
<tr>
<td>RA1</td>
<td>Ability to engage in the development of experimental talent management projects based on real data, managing and aligning client needs with available resources, optimally distributing work, communicating and projecting its different phases, proposing real solutions and making all interactions with the team, clients and other stakeholders efficient. Real solutions and making efficient all interactions with the team, clients and other stakeholders.</td>
</tr>
</tbody>
</table>

| CG6 | Be able to analyze and make decisions regarding talent management, based on the combination of a global perspective and orientation that allows adapting to global markets and another, more local, adapted to the idiosyncrasies of each country, respecting in all cases the economic, regulatory, social and cultural aspects in force. |
| RA6 | Ability to analyze current problems in the local and global environment, taking into consideration economic, cultural and social aspects involved in the management of human talent in organizations. |

| CG7 | Apply problem solving and decision making methodologies in the area of talent management. |
| RA7 | Address in an autonomous and agile way the need to adapt to different environments, overcoming the difficulties that may be encountered, and finding mechanisms to achieve an optimal and rapid acclimatization. |

#### SPECIFIC

<table>
<thead>
<tr>
<th>CE8</th>
<th>Design and plan a remuneration system in a company, the operation of its application, identifying the main problems in its implementation.</th>
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<tbody>
<tr>
<td>RA1</td>
<td>Interpret the concepts that are part of a payroll.</td>
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<tr>
<td>RA2</td>
<td>Analyze the principles of a remuneration system and the mechanisms that are part of it, from the assumption of ethical and equitable principles.</td>
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<tr>
<td>RA3</td>
<td>Establish the mechanisms for the relationship between job evaluation and the remuneration system.</td>
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</table>
### THEMES AND CONTENT

#### Contents-Themes

**Data Analytics Applied to People – People Analytics**

**Remuneration Strategy Definition**

Remuneration philosophy and strategy
- Philosophy/Purpose. Segmentation
- Relative positioning with respect to the relevant market. Market definition
- Elements and their role: remuneration (fixed, pay for performance), benefits, flexibility, recognition, performance management, talent development (career, training and development).
- Remuneration mix

Remuneration components

- Fixed compensation
- Variable compensation: in cash and in instruments, annual and multiannual

**Organization and Appraisal of Roles and Positions**

**Architecture of Roles and Positions**

- Analysis of roles and jobs
- Role and organizational architecture

**Job Evaluation**

- Classification and valuation models
- Job Evaluation Process
- Generation of professional standards

**Remuneration markets**

- Generation of remuneration markets
- Pay club studies
- Information gathering
- Most common information query systems
- Correct interpretation of markets
- Statistical considerations
- Relevant data generation and analysis

**Fixed Compensation**

- Fixed Compensation Components and Types
- Detail about Base Salaries, Guaranteed Bonuses, Fixed Position or Person Payments
- Identification of Fixed Compensation Structures
- Joint analysis of internal equilibrium and external competitiveness of Wages Salary Band
- Redetermination
- Calculations and recommendations
- Revisions and increases

**Short-Term Variable Remuneration**

- Components and types of Short-Term Variable Remuneration
- Details about Incentives, Bonuses, Commissions, Profit Sharing, other
- Alternative selection criteria and eligibility
- Short-Term Variable Performance and Objectives Management Systems
- Identification of metrics, relative weights and evaluation methods
- Creation of achievement and pay scales
- Verification and calculations

**Short-Term Variable and Stock-Based Compensation**

- Components and types of Long-Term Variable Compensation
- Details about Long-Term Notes, Restricted Stock, Convertible Units, Conditional/Performance Shares, Appreciation Rights, Stock Options, Fictitious Stock, etc.
- Share liquidity considerations and valuation methods
### Benefits and Remuneration in Kind

Benefits modernization: benefits offerings (alignment with company culture and purpose, objectives, market standards, employee needs and values), financing (cost optimization), employee experience, operating model (optimization of internal and external resources), informed, data-driven decisions.

### Equal Pay

Legal compliance

- Salary audit
- Remuneration record
- Elements to consider in calculating the Transparency vs. Confidentiality gap
- Negotiation with the Workers’ Legal Representation

### Reputational element

- Ways to address the correction of inequalities and the reduction of the wage gap
- Reputational impact and compliance with social responsibility measures

### Remuneration to executives and board members

### Regulation

- Corporate governance: guidelines for institutional investors, proxy advisors and codes of good governance. Practical implications. Remuneration of the Board of Directors and executives: remuneration to executive directors, remuneration to directors in their capacity as such. Market practice
- The role of the Remuneration Committee and the Remuneration/Personnel Division

### Remuneration Implementation and Management

- Human Resources Information Systems (HRIS) and compensation management systems and associated processes
- Compensation Analytics and linkage to HR Analytics
- Communication of Remunerations
- Governance
- Suppliers/Service Level Agreement (SLA)
- Compliance
# TEACHING METHODOLOGY

## General methodological course aspects

### Presential Methodology: Activities

- Students work cooperatively in pairs or small groups, receive a task, case or course that requires sharing information and resources among members with the purpose of achieving a common goal. Based on the case study method, learned by each student, and discussed by each group before the individual interventions of each general session.
- The project-based learning method encourages inductive learning. From the analysis of specific examples, the different analysis tools are built and general rules applicable to all types of companies and sectors are induced. For this reason, it is essential to study the methodologies to be used and to actively participate in the discussions of the general sessions.
- Exhibitions about their skills and abilities to get a job

### Non-presental Methodology: Activities

- Individual study and in project teams
- Individual reading and research of texts and sources of information of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study. Cooperative work of students who, in small groups, must tackle a project that requires sharing information and resources among members in order to achieve the common goal.
## SUMMARY OF STUDENT WORK HOURS

<table>
<thead>
<tr>
<th>PRESENTIAL HOURS</th>
<th>Professor</th>
<th>Exposition</th>
<th>Student exhibition.</th>
<th>Debates and group dynamics</th>
<th>Exercises and problem solving. Elaboration of applied work</th>
<th>Analysis and documentation</th>
<th>Tutorial sessions</th>
<th>Development of real projects for organizations</th>
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**ECTS CREDITS: 6.0 (180.00 hours)**
## EVALUATION AND GRADING CRITERIA

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<th>Graded Activities</th>
<th>Evaluation Criteria</th>
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<td>Proof of individual knowledge</td>
<td>Work adequacy to the objectives set</td>
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<td>On time delivery</td>
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<td>Goal adequacy and focus</td>
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<td>Reached goals</td>
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<td>Deadline achievement</td>
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<td>Collective applied assignments that may or may not be presented publicly</td>
<td>Presentations and defence of projects applied to companies, course projects, resolution of practical cases</td>
<td>60</td>
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<tr>
<td>Active in-class participation by the student.</td>
<td>Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.</td>
<td>15</td>
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Grades

The evaluation criteria of the course are governed by the following regulations:

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.
### BIBLIOGRAPHIES AND RESOURCES

#### Basic Bibliographies

- José Ángel López Palomo, “Igualdad Retributiva y cálculo de la brecha salarial”, Ediciones CEF 2021, Madrid
- Código de buen gobierno de las sociedades cotizadas. revisado en junio 2020.
- “Nueve aspectos clave de las políticas retributivas de los consejeros del Ibex”, KPMG Tendencias, Perez, A., 2018.

#### Web Resources

**General HR and Rewards Fora**

- http://www.arearth.com/
- http://www.cnmv.es
- http://www.equiposytalentocom/
- http://www.fororecursoeshumanos.com/
- http://www.gestiopolis.com/
- http://www.hr.com
- http://www.hrmagazine.co.uk/
- http://www.hrvillage.com/
- http://www.rrhdigital.com/
- http://www.rhhrmagazine.com/

**Specialized Rewards Fora**

- https://worldatwork.org/
## Additional Bibliographies


In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that **you have accepted in your registration** by entering this website and pressing "download".