

27327 - Human Resources Management

Información del Plan Docente

Academic Year	2018/19
Subject	27327 - Human Resources Management
Faculty / School	109 - Facultad de Economía y Empresa 228 - Facultad de Empresa y Gestión Pública 301 - Facultad de Ciencias Sociales y Humanas
Degree	454 - Degree in Business Administration and Management 448 - Degree in Business Administration and Management 458 - Degree in Business Administration and Management
ECTS	6.0
Year	3
Semester	Half-yearly
Subject Type	Compulsory
Module	---

1. General information

1.1. Aims of the course

The aim of this subject is to introduce and habituate the students to the basic concepts, instruments and decisions related to people. To do this, the human resources activities of the company will be analyzed, stressing the strategic tools that favor the efficacy and efficiency of the human resources management, the involvement of line managers and the performance of the role of strategic partners by the managers of Human Resources.

1.2. Context and importance of this course in the degree

The effective management of human resources is the key to organizational success. Organizations are seeking new ways of dealing with problems of globalization, a weak economy, rapidly changing technology, and changing demographics in the workplace, so it is necessary handling these and other situations to ensure that the employees and organizations are competitive and high performing.

1.3. Recommendations to take this course

The course is of an introductory nature directed at establishing the fundamentals of human resource management; therefore, there are no prerequisites for taking this course.

Students are strongly recommended to attend the lectures, to carry out the continuous work and to study on a regular basis.

2. Learning goals

2.1. Competences

- Manage companies and organizations.

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- To know the operation of the human resources area of a company or organization and to perform with ease any management work entrusted to it.
- Assess the situation and foreseeable evolution of companies and organizations, make decisions and extract the relevant knowledge related to the area of human resources.
- Develop and draft human resource management projects for companies and organizations.
- Issuing advisory reports on human resources in concrete situations of markets, sectors, organizations, companies.
- Understand and apply professional criteria and scientific rigor to the resolution of economic, business and organizational problems.
- Ability to organize and plan.
- Ability to make decisions.
- Ethical commitment at work.
- Motivation for quality and excellence.
- Adaptability to new situations.
- Autonomy for training and continuing learning.
- Ability to apply knowledge in practice.

2.2.Learning goals

- * Identify the concept of Human Resources and its scope, role and importance in organizations
- * Think critically and strategically about human resources management issues and their importance in organizations as well as their involvement in the economic development of society
- * Know how to identify some tools that allow a solution to the critical problems of human resources
- * To become aware of the complexity in organizations in formulating, designing and implementing policies related to the management of people and their consequences on their efficiency and effectiveness
- * Provide the general outline of human resources policies, specifying for each of them their conditioning factors, the stakeholders involved and the objectives pursued
- * Communicate in an oral and written form, knowledge, ideas and results of the activities and work done, learning to plan them and optimize the time

2.3.Importance of learning goals

Organizations in the current economic context clearly need a strong focus on flexibility and change. In this sense, managers of both public and private companies must bet on investing in people working within their organizations, as an intangible resource that can provide efficient results. A high percentage of the success or failure of any type of institution depends on how the policies of selection, training, compensation, performance management or the organization of work teams and change management, among other factors, are applied.

3.Assessment (1st and 2nd call)

3.1.Assessment tasks (description of tasks, marking system and assessment criteria)

The student must demonstrate that he has obtained the results of a learning by the following evaluation activities:

The student can pass the subject in any of the calls convened by a global evaluation system.

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In the first call you can choose between presenting a final global test of the same or take advantage of the work done throughout the course, in the second should be submitted to the final global test.

Final global test: In the first case, said the test will consist of the completion of the final exam that will be 100% of the grade. This exam will consist of theoretical topics where the knowledge of the basic concepts will be valued, and the practices, where the student's ability to put into practice the theoretical knowledge learned will be valued; The exam can contain both open questions and the type of test and require knowledge of the contents and mastery of the competencies of the subject.

Final global test and work have done throughout the course: In the second case, the grade of the subject is distributed as follows:

* Participation in the practical classes and delivery of the proposed works (30% of the grade). In case of opting in this way, the student must deliver on the date indicated all the exercises and cases that arise throughout the course. Specifically, these activities include the following interactive activities:

- the first is relative to the context of the planning of people in organizations (1 point) (Individual)

.- the second includes a discussion or debate about a real case or topic (0.75 points) (group)

.- the third will suppose an assumption relative to compensation (1.25 points) (individual).

* Final exam on the date of the official call marked by the center, in which it is necessary to obtain a minimum score of 3.5 points over 10: 70% of the grade.

In the evaluation of each one of the evaluation activities, the use of the resources that can be used, the different situations, the concepts and tools presented in class. In addition, the ability to rigorously apply, integrate and synthesize the knowledge acquired will be assessed.

4. Methodology, learning tasks, syllabus and resources

4.1. Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions and tutorials/seminars.

4.2. Learning tasks

This course is organized as follows:

- **Lectures** (30 hours). Theoretical concepts will be explained together with real examples which facilitate the comprehension and application of these concepts.
- **Practice sessions** (30 hours) Problem-solving and presentation of real problems and cases, elaboration and presentation of projects, discussion of current and emerging topics, essays and interactive activities. All these activities will be carried out both inside and outside the classroom, individually or in groups.
- **Tutorials and/or seminars.** The professors will supervise the projects carried out by the students, clarify their questions about the theoretical and/or practical contents of the subject, and propose specific tasks in which the

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theoretical concepts will be put into practice.

- **Individual work and study** (90 hours). This includes the study of the theoretical and practical contents, problem solving, the development of individual and/or in-group activities, the search for and analysis of information, among others.
- **Assessment tasks.**

4.3.Syllabus

This course will address the following topics:

- **Topic 1: Present And Future Challenges In People Management**
 - o 1.1.- Introduction
 - o 1.2.- Internal and external constraints to people management.
 - o 1.3.- Factors explaining the increasing importance in the management of people
- **Topic 2: Strategic Management of Human Resources**
 - o 2.1.- Concept and objectives of the strategic management of human resources
 - o 2.2.- Models and approaches on the strategic management of human resources
 - o 2.3.- Human Resources and Results
 - o 2.4.- Meaning and determinants of competitiveness
 - o 2.5.- Competitiveness and productivity
 - o 2.6.- Human resources and productivity management
- **Topic 3: Job Analysis and Human Resource Planning**
 - o 3.1.- Analysis of work position
 - o 3.2.- Planning of people
 - o 3.3.- Workflow Management
- **Topic 4: Attraction and Selection of Workers**
 - o 4.1.- Establishment of standards. How many workers do we need?
 - o 4.2.- What kind of workers do we want to hire? Competitions
 - o 4.3.- Attraction, selection and signaling
- **Topic 5: Training and Development**
 - o 5.1.- Training as a good of production and consumption
 - o 5.2.- Why do companies train? Benefits and costs of training
 - o 5.3.- The training plan in the company
 - o 5.4.- Continuing education in Spain
- **Topic 6: Performance Management**
 - o 6.1.- Objectives of the performance evaluation: The performance measurement
 - o 6.2.- Methods of evaluation. Design, bias and obstacles in performance evaluation
 - o 6.3.- From evaluation to performance management
- **Topic 7: Introduction to Compensation Policy: Internal and External Equity**
 - o 7.1.- Strategic options in the design of a compensation system
 - o 7.2.- The components of a compensation plan
 - o 7.3.- Fixed remuneration
 - o 7.4.- Compensation for competencies
- **Topic 8: Introduction to Compensation Policy: Variable and Indirect Compensation**
 - o 8.1.- Basis of variable remuneration
 - o 8.2.- Types of incentive plans
 - o 8.3.- Overview of non-monetary compensation
 - o 8.4.- Emotional Salary and Flexible Compensation Plans
- **Topic 9: International HR Management**
 - o 9.1.- The organizational perspective: the reasons for the use of expatriates in multinationals
 - o 9.2.- The individual perspective
 - o 9.3 Compensation Programs for Expatriates
- **Topic 10: Current Trends in HR Management**
 - o 10.1 - Leadership and organizational behavior
 - o 10.2- Measurement in the efficiency of people management

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4.4.Course planning and calendar

Further information concerning the timetable, classroom, office hours, assessment dates and other details regarding this course, will be provided on the first day of class or please refer to the Moodle website (<https://moddle2.unizar.es>); Academic calendar website (<https://academico.unizar.es/calendario-academico/calendario>); or the website of your corresponding faculty (Zaragoza: <https://econz.unizar.es/>, Huesca: <http://fegp.unizar.es/>, Teruel: <http://fcsch.unizar.es/>).

4.5.Bibliography and recommended resources