

29007 - Organisation Management and Handling Human Resources

Información del Plan Docente

Academic Year	2018/19
Subject	29007 - Organisation Management and Handling Human Resources
Faculty / School	228 - Facultad de Empresa y Gestión Pública
Degree	429 - Degree in Public Management and Administration
ECTS	12.0
Year	2
Semester	Annual
Subject Type	Compulsory
Module	---

1.General information

1.1.Aims of the course

1.2.Context and importance of this course in the degree

1.3.Recommendations to take this course

2.Learning goals

2.1.Competences

2.2.Learning goals

2.3.Importance of learning goals

3.Assessment (1st and 2nd call)

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

4.Methodology, learning tasks, syllabus and resources

4.1.Methodological overview

"Organization and Human Resources management" is a general and descriptive course which gives a global vision of organizations, and of business in particular, analyzing their most generic management problems. It introduces students in the knowledge framework used by economists to deal with these issues, which can be applied to all kind of organizations and specially to business. It focuses on the Economy of the Organizations, the standard economic tools used by business economics, as well as the human resources classic management.

The methodology followed in this course is oriented towards the achievement of the learning objectives. It is based on theoretical exposition, which is the main teaching method for classes where student participation is encouraged. This variation of the method favors teacher-student interaction as well as student-student interaction. It is appropriate for developing general competences.

4.2.Learning tasks

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This course (12 ECTS: 300 hours) is organized as follows:

- **Theory sessions** (85 hours). The teacher presents the contents specified in the syllabus. Students will have to complement explanations with the recommended readings. The teacher will encourage student participation in order to motivate individual study. Explanations will not only be theoretical but will also emphasize their practical utility, giving as many examples as possible. Theory sessions are in this way an open space to ask, dialogue, discuss and solve doubts too. The goal is to encourage critical attitude and thinking.
- **Practice sessions** (30 hours). Problem-solving tasks in the classroom and their submission to the teacher. Practice sessions put the theory into practice, and focus on teamwork skills as well as interpersonal communication abilities. Students will have to solve the proposed tasks, taking theory into account as well as complementary readings. After each theory session, a set of tasks will be proposed to be solved individually or in group. The public presentation and/or correction will always happen in the next practice session so students can have at least one week to find the solution. Occasionally, case studies can be used.
- **Tutorials** (30 hours). Students' work will be supervised, in order to clear doubts or make complementary tasks
- **Presentations** (5 hours).
- **Autonomous work and study** (145 hours). Study activities, search and analysis of information, individual and/or group tasks, and their solving.
- **Assessment tasks** (5 hours).

4.3.Syllabus

This course will address the following topics:

Topic 1. Conceptual introduction: Economy, Organization, and Business

- 1.1 Showing the concepts
- 1.2 The problems of decision making
- 1.3 Organization problem
- 1.4 Technologically distinguishable phases
- 1.5 Efficiency
- *The specific objectives in this topic are that the students:*
 - o Know a basic economic concept map about the subject aim.
 - o Understand which the main economic problems are.

Topic 2. Organization elements

- 2.1 Resource owners
- 2.2 Opportunity cost
- 2.3 Production function
- 2.4 Recompense and utility function
- 2.5 Necessary and sufficient conditions
- *The specific objectives in this topic are that the students:*
 - o Know the concepts/arguments/elements that form every organization.
 - o Are able to know when an organization should be created, and what it is necessary to take into consideration.

Topic 3. Organization problems in a primitive economy

- 3.1 Formal presentation of the problem
- 3.2 Specific work organization: division guidelines
- 3.3 Excess sharing
- 3.4 Final consideration and conclusions
- *The specific objectives in this topic are that the students:*
 - o Understand organizations as the division of work and specialization consequence, and the criteria to task distribution.
 - o Deduce when either prices or authority have to be applied.

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Topic 4. Organizational systems

- 4.1 Variables that determine the different systems
- 4.2 Systems functioning
- 4.3 The Market
- 4.4 The State
- 4.5 Self-management business
- 4.6 Business with entrepreneur
- *The specific objectives in this topic are that the students:*
 - *Understand the guidelines to design any organization.*
 - *Are able to analyze the pros and cons of alternative organization models and understand when one or another can work properly.*

Topic 5. Administration system

- 5.1 Administration functions
- 5.2 Evolution of the concept
- 5.3 Administration system
- 5.4 System administrator or manager concept
- 5.5 Administrative cycle
- 5.6 Information system
- 5.7 Information flows in PMBO
- *The specific objectives in this topic are that the students:*
 - *Understand what administration is, and the managers role.*
 - *Deduce the administrative cycle and information importance, and their application to PMBO.*

Topic 6. Planning

- 6.1 Planning concept
- 6.2 Plans classification
- 6.3 Planning stages
- 6.4 Making decision guidelines
- 6.5 Planning advantages and disadvantages
- *The specific objectives in this topic are that the students:*
 - *Understand planning as the first administrative function, as well as its different faces or concepts.*
 - *Understand its different phases, the making decision that implies, and the inherent criteria either explicit or implicit.*

Topic 7. Decision making

- 7.1 ordering the information
- 7.2 Making decision criterion
- 7.3 Decision trees: sequential planning
- *The specific objectives in this topic are that the students:*
 - *Understand how information is classified and become operational through the process of decision making.*
 - *Know how to apply decision criteria, and the decision tree tool.*

Topic 8. Temporal planning

- 8.1 Alternatives for temporal planning: Gantt chart
- 8.2 Pert-Cpm procedures
- *The specific objective in this topic is that the students:*
 - *Are able to easily use the temporary programming and control process techniques.*

Topic 9. Real company: internal analysis

- 9.1 Firm concept

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- 9.2 Subsystem components. Resulting components
- 9.3 Business classification: Unit vs. group
- 9.4 Costs
- *The specific objectives in this topic are that the students:*
 - *Know the main axes to analyze any organization-business.*
 - *Are able to understand the perspectives of business concept, depending on the features that can be shown.*
 - *Understand the cost analysis, and its key relevance for the business survival.*

Topic 10. Environment: external analysis

- 10.1 The sector: general and specific analysis
- 10.2 Market structures. Evolutionary process
- 10.3 New, mature and declining sectors
- 10.4 Strategies
- *The specific objectives in this topic are that the students:*
 - *Understand the forces that condition the business operation in each sector.*
 - *Are able to deduce strategies depending upon the sector features.*

Topic 11. The Market

- 11.1 Commercial system
- 11.2 Marketing-mix
- 11.3 Product decision making
- 11.4 Price decision making
- *The specific objectives in this topic are that the students:*
 - *Understand the relevance of interaction with markets and the variables that determine it.*
 - *Have a guideline to decide about product and prices.*

Topic 12. Business creation and development

- 12.1 Ordering the process
- 12.2 Business plan
- 12.3 The moment of truth
- 12.4 Everyday managing
- *The specific objectives in this topic are that the students:*
 - *Know the steps, process and different considerations to have in mind when creating a business or a company.*
 - *Understand the importance of the installation, how determine the future, and the daily routines that will come after it.*

Topic 13. Organization, management and control

- 13.1 Organizational structures and organization
- 13.2 Management systems
- 13.3 Control phases
- 13.4 Control classes and systems
- *The specific objectives in this topic are that the students:*
 - *Understand what the organizational structure is, and the key relevance of its election.*
 - *Understand the key phase of the control, its different appearances and strategic role.*

Topic 14. The objectives and scorecard

- 14.1. The objectives as a basis for planning
- 14.2. Company Goals
- 14.3. Analysis of the operability of objectives
- 14.4. The balanced scorecard
- *The specific objectives in this topic are that the students:*
 - *Understand that the process of planning is based on the objectives.*
 - *Understand the process of harmonizing them.*

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- o *Deduce the balanced scorecards as a guide and reference of the objectives.*

Topic 15. Motivation and incentives

- 15.1. How to achieve that people work non-stop: compensation
- 15.2. Verbal agreements and business with the businessman
- 15.3. Cultural factors
- 15.4. Sophisticating the system. The real world
- *The specific objectives in this topic are that the students:*
 - o *Understand the problem, and why it is not possible to fix it with the remuneration.*
 - o *Deduce the successful formula of the business with the businessman.*
 - o *Deduce how necessarily companies have to seek other routes that pass through cultural values, and the analysis of the utility function.*

Topic 16. The coordination problem

- 16.1. Presenting the problem
- 16.2. Design of information/communication systems
- 16.3. Restructuring activities
- *The specific objectives in this topic are that the students:*
 - o *Know how to find the needs of coordination in the various assumptions.*
 - o *Understand the alternative solutions, and when to apply one or the other.*

Topic 17. Schools and theories of the organization

- 17.1 The Jungle of Theories of Management
- 17.2 The study of organizations
- *The specific objective in this topic is that the students:*
 - o *Check how various schools and approaches have contributed to the study and understanding of the many facets of organizations.*

Topic 18. The evolution to quality

- 18.1. Introduction and background
- 18.2. Costs of non-quality
- 18.3. How are companies organized?
- 18.4. The teamwork
- *The specific objectives in this topic are that the students:*
 - o *Understand what is total quality, its genesis, and its organizational implications.*
 - o *Deduce the impact that will have the TQM in the organization.*

Topic 19. Strategic management of human resources

- 19.1. From the Administration to the strategic management
- 19.2. Business strategy and human resources management
- 19.3. Theoretical Model: strategic objectives and strategic options
- *The specific objectives in this topic are that the students:*
 - o *Link the individual motivation with the company strategy.*
 - o *Know how to establish both objectives and strategic options.*

Topic 20 The people management

- 20.1. Organizational Culture
- 20.2. Human Groups
- 20.3. Motivation as a management tool
- 20.4. Leadership and Leadership Styles
- *The specific objectives in this topic are that the students:*
 - o *Understand the importance of the process of synchrony between people, both individually and in groups.*

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- o *Know and understand the different ways to lead and motivate.*

Topic 21. Analysis of jobs

- 21.1. Objectives of the analysis
- 21.2. Information Collection
- 21.3. Methods of Analysis
- 21.4. Analysis Results
- *The specific objectives in this topic are that the students:*
 - o *Understand the usefulness and importance of this task for all organizations.*
 - o *Know how to implement the appropriate procedure and generate the final report.*

Topic 22. Planning human resources

- 22.1. Planning human resources
- 22.2. Career Planning
- *The specific objectives in this topic are that the students:*
 - o *Know how to use the methods of forecasting needs.*
 - o *Know how to design career paths, promotions and transfers.*

Topic 23. Recruitment and selection

- 23.1. The importance of human capital
- 23.2. Job profiles, recruitment and selection
- 23.3. Tests, interviews and references
- 23.4. Final phase
- *The specific objective in this topic is that the students:*
 - o *Know how to carry out a complete process, both recruitment and selection*

Topic 24. The training process

- 24.1. Detection and analysis of needs
- 24.2. Technical Training
- 24.3. Implementation, evaluation and monitoring of the program
- *The specific objectives in this topic are that the students:*
 - o *Understand the strategic importance of training.*
 - o *Learn the techniques and know how to implement them.*

Topic 25. Rating jobs

- 25.1. Objectives and assessment process
- 25.2. Qualitative but non-analytical methods
- 25.3. Quantitative analytical methods
- *The specific objectives in this topic are that the students:*
 - o *Understand the usefulness of assessing the job.*
 - o *Know how to apply all the techniques.*

Topic 26. Performance rating

- 26.1. Purpose of evaluation
- 26.2. Evaluation approaches and methods
- 26.3. Stages in the evaluation
- *The specific objectives in this topic are that the students:*
 - o *Understand the usefulness of assessing the performance.*
 - o *Know how to do it.*

Topic 27. The remuneration system

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- 27.1. The remuneration and retributive justice
- 27.2. Level and payment structure
- 27.3. Design criteria remuneration system
- 27.4. Types of compensation systems
- *The specific objectives in this topic are that the students:*
 - *Understand what the payment structures, criteria and types of systems are*
 - *Derive their applicability depending on the specific cases*

4.4. Course planning and calendar

This course involves 4 hours of classes per week, devoting a bit more of two hours to theory sessions and a bit less of 2 hours to practice sessions.

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 Faculty of Business and Public Management website and Moodle.

4.5. Bibliography and recommended resources