

30623 - Human Resources Management

Información del Plan Docente

Academic Year	2018/19
Subject	30623 - Human Resources Management
Faculty / School	109 - Facultad de Economía y Empresa
Degree	432 - Joint Law - Business Administration and Management Programme
ECTS	6.0
Year	5
Semester	First semester
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.
- 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

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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 will prove that he/she has achieved the expected learning results by means of the following assessment tasks:

The student will be able to pass the course in either of the two sittings. For both of them, she/he can choose between a global assessment or partially considering the student's participation in course activities. The global assessment will consist of passing the final exam - which will make up 100% of the final mark. In the second option, the final mark of the course will be distributed in the following way:

- Active attitude in class discussions and the handing in of the exercises proposed in the practical sessions (20% of final mark). Students choosing this option will have to hand in all the exercises proposed on the date indicated.

In-depth analysis of one or several practices in people management (20% of final mark). Specifically, these activities will include the following interactive activities in groups of 3, the first is related to the context of people planning in organizations, which will mean a maximum of 0.5 points, the second will include a discussion or debate of a case or Current topic, 0.75 points, the third will assume an assumption relative to compensation, 0.75 points, The delivery of the work is totally linked to the participation and defense of each of the activities to consider the rating. And the fourth, will involve the development and presentation of a group work on a case to be chosen or a topical topic to be held during the semester. The public presentation will take place in the second half of May and will represent 2 points of the note. In case

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of plagiarism the activity will be considered suspended.

- Final exam (60% of final mark) on the date approved by each center during the exam period in the academic calendar. This exam will have a theoretical-practical approach. The student will have to demonstrate her/his knowledge of the concepts from the syllabus and to interrelate them. The exam will, in general, consist of questions of intermediate length that require the student to know and apply the knowledge accumulated during the course to the analysis of real situations. Students choosing this option will have to obtain at least 3.5 points out of 10 in the final exam in order to be able to compute the course activities' marks.
- Voluntary activities: At times they will be offered Scientific or cultural activities of direct or indirect interest for the subject treated in the subject. In such a case, a small activity (a summary of a conference or a film, participation in an experiment, etc.) that will be valued by the teacher, being able to add a few tenths (depending on the type or of the amount of the activities carried out) on the total score of the subject *. "Likewise Individual practices will be proposed voluntary (in addition to the class), which will help to qualify the grade (always in +) "

In the evaluation of each assessment activity, the students will have to demonstrate that they know, understand and are able to use the concepts and tools explained in class in different real situations. Moreover, their capability to apply, integrate and synthesize the knowledge acquired will be evaluated.

4. Methodology, learning tasks, syllabus and resources

4.1. Methodological overview

The combination of participatory master lessons, cooperative work, problem solving and case studies, as well as the search, discussion and reflection of texts, news and readings.

4.2. Learning tasks

The training activities of this subject include 30h of theoretical classes, 30h of practical classes and 90h of personal work by the student based on the use of seminars, tutorials, laboratory (case studies):

- Lectures: introduce the theoretical concepts together with real examples which facilitate the comprehension and application of these concepts.
- Troubleshooting 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 theoretical concepts will be put into practice.
- Independent work: this includes the study of the theoretical and practical contents, the resolution of practical exercises, the development of individual and/or in-group activities, the search for and analysis of information, among others.
- Evaluation activities.

In these sessions the following contents will be addressed: Topic 1: Present and future challenges in people management
Topic 2: Strategic Management of Human Resources

Topic 3: Job Analysis and Human Resource Planning Topic 4: Attraction and Selection of Workers

Topic 5: Training and Development Topic 6: Performance Management

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Topic 7: Introduction to compensation policy: internal and external equity

Topic 8: Introduction to compensation policy: variable and indirect compensation Item 9: International Management of Human Resources

Topic 10: Current Trends in Human Resource Management

4.3.Syllabus

UNIT 1: PRESENT AND FUTURE CHALLENGES IN PEOPLE MANAGEMENT

1.1.- Introduction

1.2.- Internal and external constraints to people management.

1.3.- Factors explaining the increasing importance in the management of people

Basic bibliography:

Dolan (2014), cap 1

Gómez-Mejía (2016), cap 1 Noe et al (2015), Part I

UNIT 2: STRATEGIC MANAGEMENT OF HUMAN RESOURCES

2.1.- Concept and objectives of the strategic management of human resources

2.2.- Models and approaches on the strategic management of human resources

2.3.- Human Resources and Results

2.4.- Meaning and determinants of competitiveness

2.5.- Competitiveness and productivity

2.6.- Human resources and productivity management Basic bibliography:

Dolan (2014), cap 2 Noe et al (2014), Part I

UNIT 3: JOB ANALYSIS AND HUMAN RESOURCE PLANNING

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3.1.- Analysis of work position

3.2.- Planning of people

3.3.- Workflow Management Basic bibliography:

Dolan (2014), chapters 3 and 4

Gómez-Mejía (2016), cap 2 Noe et al (2015), Part II

UNIT 4: Attraction and Selection of Workers

4.1.- Establishment of standards. How many workers do we need? 4.2.- What kind of workers do we want to hire? Competitions

4.3.- Attraction, selection and signaling Basic Bibliography: Dolan (2014), chapters 5 and 6

Lazear (2011), cap 2 Neal et al (2014), Part II

UNIT 5: TRAINING AND DEVELOPMENT

5.1.- Training as a good of production and consumption

5.2.- Why do companies train? Benefits and costs of training 5.3.- The training plan in the company

5.4.- Continuing education in Spain Basic bibliography:

Dolan (2014), chapters 3 and 4

Gómez-Mejía (2016), cap 2 Neal et al (2015), Part V

UNIT 6: PERFORMANCE MANAGEMENT

6.1.- Objectives of the performance evaluation: The performance measurement

6.2.- Methods of evaluation. Design, bias and obstacles in performance evaluation

6.3.- From evaluation to performance management

Basic bibliography: Dolan (2014), chapter 7 Neal et al (2015), Part III

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UNIT 7: Introduction to compensation policy: Internal and external equity 7.1.- Strategic options in the design of a compensation system

7.2.- The components of a compensation plan 7.3.- Fixed remuneration

7.4.- Compensation for competencies Basic bibliography:

Dolan (2014), cap 8 Neal et al (2015), Part IV

UNIT 8: Introduction to compensation policy: Variable and indirect compensation 8.1.- Basis of variable remuneration

8.2.- Types of incentive plans

8.3.- Overview of non-monetary compensation

8.4.- Emotional Salary and Flexible Compensation Plans

Basic bibliography: Dolan (2014), cap 9 Noe et al (2014), Part IV

UNIT 9: INTERNATIONAL HR MANAGEMENT

9.1- The organizational perspective: the reasons for the use of expatriates in multinationals 9.2- The individual perspective

9.3 Compensation Programs for Expatriates Basic bibliography:

Dolan (2014), chapter 13

Gomez Mejia (2016) Noe et al (2015), Part V

UNIT 10: CURRENT TRENDS IN HR MANAGEMENT

10.1 - Human Resources Information Systems

10.2- Measurement in the efficiency of people management Basic bibliography:

Dolan (2014), chapter 11

Lazear (2011)

4.4.Course planning and calendar

4.5. Bibliography and recommended resources