



PERSONA CIENCIA EMPRESA

UNIVERSITAT RAMON LLULL

Code: 80307
Name of the subject: Human Resources Management

GENERAL CHARACTERISTICS

Number of credits ECTS:	4.5
Language/s	Catalan Spanish English
Type	Normal
Professor/s	Masip Pous, Ricard

DESCRIPTION

BRIEF DESCRIPTION AND JUSTIFICATION

The subject of Human Resources Management is built on two large sections.

First, the understanding of the function of Human Resources in an industrial company. Analyzing the organization of the Department, its main functions and the most outstanding trends. In this section, special emphasis is placed on the processes of Personnel Selection, Training and Development, Performance Management, Talent Management and Compensation and Remuneration.

The second section analyzes the areas related to the management of work teams. We work on basic aspects of work psychology such as communication styles, management of motivation and commitment, leadership and management styles of teams, conflict management and negotiation, teamwork and Leadership of change processes. These two large sections are linked during the course, from the perspective that the HR function supports a good management function of human teams. The subject of Human Resources Management is also integrated with other aspects of the management of an industrial company as the strategic definition and the area of Operations and Logistics.

COMPETENCIES

- CE7 : The student should be able to do the functions of planning, organizing, leading and controlling activities within the company and also to know the legal and social environment in which the company works. (CE7)
- CT3. Achievement orientation: The student should be able to set targets and evaluate the indicators for quantifying the degree of fulfillment of these objectives. The student should

be able to search, select and interpret relevant information for the achievement of objectives. (CT3)

- Communicative impact and influence in front of experienced and non experienced audience. The student should be able to make a proper conceptual planning (generate ideas to communicate, organize and evaluate the best way to communicate) and to transfer communication using specific software tools suitable for oral and written communication. The student should be able to transmit conclusions and the knowledge and rationale underpinning these to specialist and non-specialists. (CT4)
- CT5. Leadership and team management: The student should be able to assume the role of leader of a team responsibly, setting and communicating high standards for group performance. The student should be able to promote the effectiveness of the team and make sure the rest of the group share objectives and that assigned tasks are properly performed. (CT5)

PREREQUISITES

- Requirements legally established to access postgraduate programs.
- Degree in the scientific or technological field.

CONTENTS

1. Human Resources Management: Business environment and Human Capital. Current objectives of the HR function in industrial companies. Roles of-managers and roles of specialists in HR. Culture and work climate. Design of the main policies in: Industrial organization. Management by positions and management by competences. Performance Management. Selection and reception. Talent Development and Management. Compensation and Benefits.
2. Leadership of work teams: Communication and trust: Some keys to interpersonal communication. Management of motivation and work commitment. Techniques: Keys to intrinsic motivation. Management by Objectives. Equity. Participation in work. Leadership and leadership styles: When and how. The model of situational leadership. Leadership through values. Management and Development of work teams: Groups and Teams. Characteristics of high performance equipment. Phases in the development of equipment. The importance of the work environment in the team. Identification of roles in work teams. Conflict management in the work team. Managing Change in Organizations: The design of the processes of change. What and how to change. Resistance to change and how to overcome them.
3. Advanced trends in the Human Resources function: Analysis of international trends in Human Resources Management. The HR area as an internal business support unit. Diversity Management, Multiculturalism and Healthy Organizations. Evolution of the labor market and the concept of work itself.

METHODOLOGY

TRAINING ACTIVITIES:

Training activities	ECTS Credits	Competencies

Lectures presenting concepts and procedures	1,0	CE7/CT5
Practical sessions (exercises, case resolution)	0,7	CE7/CT3/CT4/ CT5
Assignments by Students	1,3	CE7/CT4/CT3
Seminars or tutorials	0,3	CT3
Personal study activities	1,0	CE7/CT3
Assessment sessions	0,2	CT3/CT4
Internship in Company	-	-
TOTAL	4,5	

EXPLANATION OF TEACHING METHODOLOGY

The didactic methodology used in the subject is based on the integration of methods in a way that facilitates the learning of the competences on the part of the participants. It uses the presentation and explanation of concepts and work schemes. They are integrated with more practical methodologies such as case methodology and work on critical incidents. For these more active methodologies, the individual work process, the work in groups and the subsequent joint discussion are proposed. Another working approach is the development of two small group projects throughout the course. In these projects, students have to perform fieldwork in three companies based on interviews and data collection, which allows them to work actively and to explore the Human Resources function.

This variety of methods are integrated through the learning objectives, maintaining transversely a guide of the main schemes of the subject.

EVALUATION

METHODS OF EVALUATION

Evaluation Methods	Weight	Competencies
Final exam	40%	CE7/CT3/CT4/CT5
Partial exams		
Following up activities		
Homework and presentations	30%	CE7/CT3/CT4/CT5
Experimental work or fieldwork		
Projects	15%	CT3/CT4/CT5
Evaluation of the company or institution		
Participation	15%	CT3/CT4/CT5

LEARNING OUTCOMES

As a result of the assimilation of the contents of the subject, students should be able to:

1. Know the current trends of Human Resources Management in industrial companies.
2. Develop skills and work approaches for team leadership.
3. Reflect on the importance of the human factor for the achievement of business objectives and as a differentiating variable in the current company.

EVALUATION

The subject is defined on a score of 0 to 10 points. The final result of the subject is made by weighing the scores of the different sections that are evaluated and according to the percentages quoted.

The objective of the final exam is to ensure knowledge of the basic schemas of the subject by the student, especially from a point of view of knowing how to make decisions about Human Resources Management.

The project aims to assess the ability of the student to deepen in a practical way the contents of the subject through the development of the key competences pursued by the subject.

Finally, participation and classroom activities allow continuous assessment of students.

EVALUATION OF COMPETENCIES

The relationship between the assessment of the development of each competency and the three evaluation elements of the subject is as follows:

Final exam (40% evaluation of the subject).

We value equally the development of each of the three competencies in this first form of evaluation. Work and final presentation (30% evaluation of the subject).

We value in a 40% the development of the subject CE7 and 30% equally the competences. Projects (15% evaluation of the subject). We value equal (50%) the development of competences. Participation (15% evaluation of the subject).

We value equal (50%) the development of competences

BIBLIOGRAPHY

Bibliography

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- CANTERA, J. (coordinador). Estrategia integral e integrada de gestión de personas. Biblioteca AEDIPE. Madrid. 2006.
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- GÓMEZ-MEJÍA, L; BALKIN, D. y CARDY, R. Gestión de Recursos Humanos. Prentice-Hall. Madrid. 2001.
- ROBBINS, S. La verdad sobre la dirección de personas. Gestión 2000. Barcelona. 2003.
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DOCUMENT RECORD

PREVIOUS CHANGES

LAST REVISION

Setember, 2017, Ricard Masip, PhD.