GUÍA DOCENTE 2019-20

RECURSOS HUMANOS

Julio 2019

Subject	Human Resources Management (HRM)
Code:	801133 (ADE)
Year:	2019-2020
Degree:	Degree in Business Administration
Number of credits (ECTS):	6
Requisites:	
Study plan location:	4th. year, 1st semester
Last Revised:	September 2019
Professor:	Dr. Vera Butkouskaya

1. GENERAL DESCRIPTION

The course presents fundamental concepts, policies and practices in strategic Human Resources Management (HRM). Through the provision of critical HRM tools, it enables the student to analyse real-world business situations and to design, implement and assess strategies aimed at optimizing people's contributions to the organization. The HRM course delves into basic HR processes, like work design, talent attraction, welcome-induction plan, formation, strategic placement, performance assessment, training needs assessment, development, coaching, retribution-compensation-recognition-benefits, career planning, succession planning and others from a strategic perspective.

2. OBJECTIVES

After having completed the course successfully, the student will be able to:
- understand the foundations and criteria for strategic decision making in Human Resources Management (HRM).
- understand how to design HRM policies and practices that are well integrated with- and support company strategy.
- analyse real business-world HRM challenges, which naturally arise from the need of organizations to manage people strategically, according to contemporary trends in HRM.
- assess and resolve strategic HRM challenges, considering various company stakeholders in various organizational settings.

- Understand the main functional areas of Human Resources such as training, development, compensation and recruitment
- Know the fundamentals of management by competences and how apply it in the human resources management
- Know the fundamentals of management by values and ethics in the human resources management
- To be able to understand the making decisions process and the psychological traps in making decisions with people

3. CONTENTS

Topic 1. Strategic Function of Human capital
       1.1 Strategy and Human Resources Management (HRM)
Topic 2. HUMAN-RESOURCE MANAGEMENT (HRM)
       2.1. HRM planning
       2.2. Staffing
       2.3. Performance Appraisal
       2.4. Training and Development
       2.5. Compensation and Rewards
       2.6. Supporting Functions
Topic 3. ORGANISATIONAL BEHAVIOUR
       3.1 Interpersonal Relationships
       3.2. Leadership

4. TEACHING AND LEARNING METHODOLOGY

The course is based on three pillars: a) lectures and presentations by the teacher; b) in-class exercises and c) home-work assignments. In-class exercises and home-work assignments will aid the student in solidifying their knowledge, regarding concepts and procedures of the various processes of the Human Resources Management Department.

5. ASSESSMENT

The pedagogical model of the Bolonia Plan positively rewards sustained engagement and effort of students. Ongoing assessments (OA) of activities, such as in-class exercises and home-work assignments, represent 40% of the final point average. OA is irrecuperable. Whereas 60% of the point

average stems from the mark in the final exam (FE). The final exam also has two calls, so that students who do not pass the first time can have a second chance.

Final mark of the course (**FM**) wil be calculated according to the following formula:

FM = Mark in Final Exam (FE) x 60% + Mark in the Ongoing Assessment (OA) x 40%
The **minimum mark** that has to be obtained in the Final Exam (FE) is **40 points** out of a hundred (100).
Students need a minimum **FINAL Mark of 50 points** to pass the course.

6. BIBLIOGRAPHY

- Beardwell, Julie; and Thompson, Amanda (Eds.). (2014). *Human resource management: a contemporary approach* (7th ed). Harlow: Pearson Education.
- Boxall, Peter; Purcell, John; and Wright, Patrick. (2007). *The Oxford handbook of human resource management.* Oxford University Press.
- Ehrhart, Mark G.; Schneider, Benjamin; Macey, William H. (2014) *Organizational climate and culture: an introduction to theory, research, and practice.* New York, NY: Routledge.
- Fine, Sidney A. (1999). *Functional job analysis: a foundation for human resources management.* Mahwah (N.J.): Lawrence Erlbaum Associates.
- Gomez- Mejía, L., D. Balkin, and R. Cardy (2012): *Managing Human Resources*, Pearson
- Noe, Raymond A., et al. (2014). *Fundamentals of human resource management* (5th ed). Boston: McGraw-Hill.