



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE DE HUMAN RESOURCES MANAGEMENT [2020-21]

DATOS GENERALES

Nombre de la asignatura:	Human Resources Management (HRM)
Código:	801133 (ADE)
Curso:	4th. year, 1st semester
Titulación:	Grado en Administración y Dirección de Empresas
Nº de créditos (ECTS):	6
Requisitos:	
Ubicación en el plan de estudios:	4th. year, 1st semester
Fecha de la última revisión:	September 2020
Profesor Responsable:	Dr. Vera Butkouskaya

1. DESCRIPCIÓN GENERAL

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 strategic placement, work design, talent attraction, formation, performance assessment, training needs assessment, development, compensation, recognition-benefits, career planning, succession planning and others from a strategic perspective and with the specific focus on the related ethical issues of interpersonal relationships.

2. OBJETIVOS

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

Learning outcomes

The student after studying the chapter and performing the exercises, will be able to:

- Define HRM and its role in the company's strategy
- Plan the list of activities related to HRM

Content

- 1.1. Strategy and Human Resources Management (HRM)
- 1.2. HRM planning

TOPIC 2. HUMAN-RESOURCE MANAGEMENT (HRM)

Learning outcomes

The student after studying the chapter and performing the exercises, will be able to:

- Analyse Workflow and design jobs
- Plan performance standards and develop an appropriate hiring process
- Design training, development, compensation and reward plans
- Follow the requirements of work safety standards, labour law and other related HRM requirements

Content

- 2.1. Workflow analysis and job design

- 2.2. Performance Appraisal
- 2.3. Staffing
- 2.4. Training and Development
- 2.5. Compensation and Rewards
- 2.6. Supporting Functions

TOPIC 3. ORGANISATIONAL BEHAVIOUR

Learning outcomes

The student after studying the chapter and performing the exercises, will be able to:

- Understand the existing of ethical issues in interpersonal relationships and the ways of solving them
- Understand the different leadership styles and specificity of international HRM management

Content

- 3.1. Interpersonal Relationships
- 3.2. Leadership
- 3.3. International HRM

4. METODOLOGÍA DE ENSEÑANZA Y APRENDIZAJE

The course is based on three pillars:

- a) theoretical materials – lectures/presentations by the teacher and self-preparation by the students. Each theoretical topic is followed by self-assessment test to check the understanding;
- b) practical activities – home preparation and in-class discussion of the exercises/cases. Each case aims to apply theoretical knowledge to practical examples;
- c) group project – home preparation and in-class presentation of a project based on the theoretical and practical materials. Students develop/analyze HRM practices for new/existing company following the strategic direction assigned.

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.

Additionally, during the course students participate in “Role-Playing”- in-class discussions based on some Ethical issues of HRM. Student explain their opinion on the problem from the perspective of employee, employer or HR manager.

5. EVALUACIÓN

The pedagogical model of the Bologna 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) will be calculated according to the following formula:

$$\text{FM} = \text{Mark in Final Exam (FE)} \times 60\% + \text{Mark in the Ongoing Assessment (OA)} \times 40\%$$

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. BIBLIOGRAFÍA

BIBLIOGRAFÍA BÁSICA

Gomez- Mejía, L., D. Balkin, and R. Cardy (2012-2019). *Managing Human Resources*. Pearson

Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific journal of management*, 1(2), 81-99.

BIBLIOGRAFÍA COMPLEMENTARIA

Adams, L. (2017). *HR Disrupted: It's time for something different*. Practical Inspiration Publishing.

Kahneman, D. (2011). *Thinking, fast and slow*. Macmillan.



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Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the outside in: Six competencies for the future of human resources. McGraw Hill Professional.