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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE DE PEOPLE MANAGEMENT. HUMAN RESOURCES MANAGEMENT 2022-23

DATOS GENERALES

Nombre:	People Management. Human Resources Management
Código:	801320 (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 2022
Profesor Responsable:	Dr. Adolfo Montalvo García

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. Finally, those HR main processes are complemented with the informal perspective offered by Organizational Behaviour (OB) from a triple perspective; individual, team and organizational.

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.
- To practice the main processes in Human Resources such as training, development, compensation, recruitment, selection, terminating and outplacement
- to know the fundamentals of management by competences and how apply it in the human resources management
- to explore the impact of Organizational Behaviour (OB) on people
- to manage with values and ethics (OB) in the human resources management

3. CONTENIDOS

Block 1. HR Strategy

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

Contents

Topic 1.1. Human Capital

Topic 1.2. Corporate Social Responsibility

Topic 1.3. Organizational Structures

Block 2. Talent Management

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

Contents

Topic 2.1. HR Workflow and Job Design

Topic 2.2. Talent Recruitment and Selection

Topic 2.3. Training and Development

Topic 2.4. Performance Appraisal

Topic 2.5. Talent Retaining, Terminating and Outplacement

Block 3. Organizational 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

Contents

Topic 3.1. Organizational Culture

Topic 3.2. High Performance Teams

Topic 3.3. Change Management

Topic 3.4. Leadership

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 through selected readings.
- b) practical activities – in-class discussion of a wide set of active methodologies such roleplayings, cases, discussions, games...to apply the theoretical models in practical situations.
- c) small group assignments – home preparation and in-class presentation of two assignments; Interview to an HR Manager and How to create a strong company culture. Where students develop/analyze HRM practices for new/existing company following the strategic direction assigned.

In-class exercises and home-readings will aid the student in solidifying their knowledge, regarding concepts and procedures of the various processes of the Human Resources Management Department.

Additionally, ethical issues of HRM will be approached specifically in Topic 1.2 (CSR) and also embedded all along the subject.

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:

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

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.

On-site groups:

Activity type	Description	% Evaluation	
Tasks:			40%
	Presentations on HR Managers interviews	13%	
	MRW Case	10%	
	Roleplaying: Selection Process	10%	
	Game of Corridors Minicase Discussion	8%	
	Roleplaying: Firing Juan	10%	
	Small group activity presentation: How to create a strong company culture?	10%	
	Roleplaying: Walking on the Moon	10%	

	Serious Games on Team Work	9%	
	Roleplaying: Conflict Management	10%	
	Serious Game and Discussion on Leadership Styles	10%	
Final exam:			60%
	Examen final	100%	

Partly on-site group:

Activity type	Description	% Evaluation	
Tasks:			40%
	Presentations on HR Managers interviews	20%	
	Roleplaying on the Employee Life Cycle (selection, socialization, termination...)	20%	
	Walking on the Moon	20%	
	Serious Games on Team Work	20%	
	Serious Game and Discussion on Leadership Styles	20%	
Final exam:			60%
	Examen final	100%	

6. BIBLIOGRAFÍA

6.1. BIBLIOGRAFÍA BÁSICA

- Dessler, G. (2018). *Human Resource Management, 16e*. Pearson Education.
- Martí, M., & Montalvo, A. (2013). Conflict at MRW. The New Employee's Pregnancy. *Harvard Business Publishing Education*.
- Stephen, R., & Timothy, J. (2021). *Organizational Behavior, Updated 18e*, Global Edition-Pearson.

6.2. BIBLIOGRAFÍA COMPLEMENTARIA

- Adams, L. (2017). *HR Disrupted: It's time for something different*. Practical Inspiration Publishing.
- Bourke, J., Titus, A., & Espedido, A. (2020). The key to inclusive leadership. *Harvard Business Review*, 2-5.
- Cheng, Y. J., & Groysberg, B. (2020). How corporate cultures differ around the world. *Harvard Business Review*, 8, 8-11.
- Friedman, R. (2021). 5 Things high performing teams do differently. *Harvard Business Review*
- Kahneman, D. (2011). *Thinking, fast and slow*. Macmillan.
- Kotter, J., Akhtar, V., & Gupta, G. (2021). Is your Organization Surviving Change – or Thriving in it?. *Harvard business review*.



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- Montalvo-Garcia, A., Martí-Ripoll, M., & Gallifa, J. (2021). Emotional Competence Development in Graduate Education: The Differentiated Impact of a Self-Leadership Program Depending on Personality Traits. *Frontiers in Psychology, 12*, 1551.