



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE DE DIRECCIÓN DE PERSONAS 2023-24

GENERAL INFORMATION

Course:	People / Human Resources Management
Code:	801320
Academic year:	2023-24
Degree:	Grado en Administración y Dirección de Empresas
Number of ECTS credits:	6
Year and semester:	4th year, 1st semester
Department:	People Management and Professional Development
Department Coordinator:	Marta Roma
Last revision:	July 2023
Teacher:	Giovanna Lara, PhD. Agustí López Fitó

1. COURSE DESCRIPTION

Managing employees within organisations is undoubtedly complex, influenced by contextual elements such as industry and company size. However, overcoming these challenges is crucial to creating a productive and positive work environment for all team members. The primary challenges include:

- Ensuring an inclusive environment where all employees feel valued and respected.
- Providing opportunities for growth, professional development, and recognition to keep staff engaged and motivated.
- Developing effective leadership.
- Assisting employees in adapting to ongoing technological, regulatory, or business model changes.
- Maintaining an environment that promotes employees' mental health and well-being.
- Ensuring employees have the necessary skills and knowledge to fulfil their roles.
- Maintaining clear and effective communication at all levels of the organisation.
- Objectively evaluating and managing employee performance.
- Maintaining a cohesive organisational culture aligned with the company's values, especially during growth and diversification.
- Managing conflicts and resolving issues that arise in the workplace.
- Complying with labour laws and regulations and adjusting practices, as necessary.

People management involves tackling complex challenges that require leadership skills, effective communication, and adaptability from human resources professionals and organisational leaders.

The main objective of the subject of People Management / Human Resources Management in the Business Administration and Management degree is to provide students with the knowledge, skills, and perspectives necessary to address the challenges and issues related to people management in

the business environment. This objective entails preparing future professionals to be efficient leaders and managers who create and maintain productive and motivated teams, foster an inclusive and healthy work environment, and contribute to the overall success of the organisation.

2. OBJECTIVES

By the end of this subject, students will be able to:

- Understand how human resources management contributes to an organisation's strategic objectives.
- Identify and design distinct types of organisational structures.
- Contribute to organisational success through effective management of people and teams.
- Describe the main functions, processes, and sub-processes of human resources that contribute to managing the organisation's workforce efficiently.
- Attract, select, and retain talent in a competitive job market, as well as training and career development programs to enhance employees' skills and potential.
- Understand the performance evaluation process, competency analysis and how to provide constructive feedback.
- Learn to lead and motivate teams, fostering a work environment where employees feel valued, empowered, and engaged.
- Understand the main components of remuneration and compensation in human talent management.
- Acquire knowledge of relevant labour laws and regulations to ensure human resources practices comply with legal and ethical standards.

3. CONTENTS

MODULE 1. STRATEGIC HUMAN RESOURCES MANAGEMENT IN A COMPETITIVE GLOBAL ENVIRONMENT

Learning outcomes:

After this module, the student will be able to define and recognize the significance of strategic human resources management within the organisation, understand how it contributes to its strategic objectives, and develop an organisational structure.

Contents:

1. Definition of human resources and its importance.
2. Historical evolution and current trends in people management.
3. Strategic human resources management
 - 3.1. Mission, vision, strategic objectives, values, and Ethic Code.

- 3.2. Strategic implementation
- 4. Organisational structures
 - 4.1. Types of Organisational Structures
 - 4.2. Advantages, and disadvantages

MODULE 2. HUMAN RESOURCES FUNCTIONS, PROCESSES, AND SUBPROCESSES

Learning outcomes:

At the end of this content module, the student will be able to describe the functions, processes, and sub-processes of human resources that contribute to managing the organisation's workforce efficiently, promoting employee growth and satisfaction, and aligning human resources policies and practices with business goals.

Contents:

- 1. General functions, main HR processes, sub-processes, and tasks.
- 2. Human resources planification.
 - a. Analysis of job market offer and demand.
 - b. Cases of human resources planification

MODULE 3. JOB DESCRIPTION AND COMPETENCIES

Learning outcomes:

By the end of this content module, students will be able to write a job description and describe the distinct kinds of competencies that facilitate the identification of suitable talent for the organisation's needs.

Contents:

- 1. Competences
 - 1.1. Definition
 - 1.2. Technical Competences
 - 1.3. Transversal competences
- 2. Job analysis
 - 2.1. Definition and importance
 - 2.2. Job data collection and analysis
- 3. Job description
 - 3.1. How to write a job description based on a job analysis
 - 3.2. Key components of data description and data specification

MODULE 4: THE TALENT ACQUISITION: RECRUITMENT AND STAFFING

Learning outcomes:

By the end of this content session, students will be able to comprehend and apply the fundamental concepts of the personnel recruitment and selection process, designing effective strategies to attract, select, and hire suitable candidates for different job positions.

Contents:

1. Recruitment Process: Job search channels and recruitment sources.
2. Curriculum Vitae (CV) Models: Content, templates, cover letter, etc.
3. Selection process and methods: Behavioural Interviewing.
4. Selection Interview Guide.
5. DISC behavioural model.

MODULE 5: PERFORMANCE EVALUATION

Learning outcomes:

Throughout this session, students will gain insights into performance evaluation methods and how competencies play a pivotal role in assessing employee skills and behaviours. They will also learn about feedback strategies that contribute to fostering professional growth and development.

Contents:

1. Performance evaluation process.
2. Identification and assessment of competencies through Critical Incident Interviews.
3. Competency-based selection and evaluation.
4. Evaluating competencies vs. behaviours.
5. Competency analysis process and feedback.

MODULE 6: ONBOARDING, TRAINING AND DEVELOPMENT

Learning outcomes:

At the end of this session, students will be able to understand the importance of training and career development in human talent management, identify the strategies and methods used to foster the professional growth of employees and analyse how investing in development impacts the motivation, retention, and performance of employees.

Contents:

1. On-boarding process
2. Training and development
 - 2.1. Definitions and differences between training and development

- 2.2. Key components of learning
- 2.3. Training identification needs
- 2.4. Training plan and evaluation
- 3. Career development
 - 3.1. Definition
 - 3.2. Strategies, processes, and models

MODULE 7: HUMAN RESOURCES KPIs

Learning outcomes:

At the end of this session, students will be able to understand the importance of key performance indicators (KPIs) in human talent management, identify the main KPIs used to measure the performance and impact of human resources practices and analyse how KPIs can help strategic decision-making.

Contents:

1. Concept of KPIs and their relevance in human resources management.
2. Types of KPIs in human talent management: recruitment, retention, development, diversity and inclusion, among others.
3. Selection and design of appropriate KPIs according to organizational objectives and context.
4. Data collection and analysis to evaluate the performance and effectiveness of human resources practices.
5. Use of KPIs for decision-making and adjustment of strategies in people management.

MODULE 8: RETRIBUTION AND SALARY

Learning outcomes:

After this content session, the students will be able to understand the fundamental concepts of remuneration and compensation in human talent management, identify the strategies and methods used to establish equitable and competitive salary structures and analyse how remuneration policies impact employee motivation and retention.

Contents:

1. Setting remuneration policy: corporate coherence.
2. Remuneration structure: Fixed and variable concepts.
3. Non-monetary remuneration.
4. Components of a payslip.
5. Compliance: a new legislative approach.
6. Works Council: rights and duties.

7. Health and safety legal requirements.

MODULE 9: MASTER CLASS

This session will be in MASTER CLASS format, with the participation of an expert who will explain his experience in the field of Human Resources Management.

4. TEACHING AND LEARNING METHODOLOGY

The methodology used to achieve the objectives of this course is active and participative. It combines the presentation of theoretical content through lectures with the resolution of exercises and practical cases, individually and in groups. Additionally, the students investigate and make presentations and other supplementary activities.

This subject is carried out in two study modalities: face-to-face and semi-face-to-face. Both groups of students follow the same content, however, the first group of students prepares most learning activities in class, but the second group makes most of them at home.

5. EVALUATION

Following the pedagogical model of the Bologna Plan, this subject continuously assesses learning through different learning activities (LA) and a final exam (FE). Learning activities (LA) could be exercises, case studies, and assignments that can be done individually or in groups, in class, or at home. The learning activities (LA) will be graded out of ten points each and will represent 40% of the final grade (FG). These activities will not be recoverable. On the other hand, the final exam (FE) represents the rest of the final grade (60%). There are two calls for the final exam, so if a student does not reach the minimum grade (40/100) in the first call, they could take a second call.

The final grade (FG) will be calculated according to the following formula:

$$FG = \text{Final Exam (FE)} \times 60\% + \text{Learning Activities (LA) average} \times 40\%$$

The subject is approved with a final grade (FG) equal to or greater than 50/100 points. Tables 1 and 2 detail the evaluation of the group of students in face-to-face and semi-face-to-face modalities of study.

Table 1. Evaluation for the students in face-to-face modality.

Activity type	Description	% Final Grade	
Tasks:			40%
A1.1 Practical exercise	MODULE 1. In-class group activity	5%	
A1.2 Practical exercise	MODULE 1. Group activity at home	5%	
A2.1 Case study (part 1)	MODULE 2. In-class group activity	10%	
A2.1 Case study (part 2)	MODULE 2. Group activity at home	10%	
A3.1 Practical exercise	MODULE 3. In-class group activity	5%	
A3.2 Practical exercise	MODULE 3. Individual activity at home	5%	
A4.1 Practical exercise	MODULE 4. Individual activity at home	5%	
A4.2 Role-playing activity	MODULE 4. In-class group activity	5%	
A5.1 Exercise	MODULE 5. In-class group activity		
A5.2 Case study	MODULE 5. In-class group activity	10%	
A6.1 Practical exercise	MODULE 6. In-class group activity	10%	
A7.1 Practical exercise	MODULE 7. In-class group activity	10%	
A8.1 Practical exercise	MODULE 8. Group activity at home	20%	
Final exam:			60%
Final exam		100%	

Table 2. Evaluation for the students in semi-face-to-face modality.

Activity type	Description	% Final Grade	
Tasks:			40%
A1. Practical exercise	MODULE 1. Group activity	10%	
A2. Case study (part 1 and 2)	MODULE 2. Group activity	20%	
A3. Practical exercise	MODULE 3. Individual activity	10%	
A4. Practical exercise	MODULE 4. Individual activity	10%	
A5. Case study	MODULE 5. In-class group activity	10%	
A6. Practical exercise	MODULE 6. In-class group activity	10%	
A7. Practical exercise	MODULE 7. In-class group activity	10%	
A8. Practical exercise	MODULE 8. Group activity	20%	
Final exam:			60%
Final exam		100%	

6. BIBLIOGRAPHY

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