



Grado en Administración y Dirección de Empresas 27327 - Human resources management

Course 2015 - 2016

Curso: 3, Semestre: 2, Créditos: 6.0

Basic information

Teachers

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Recommendations to attend this course

The course is of an introductory nature directed at establishing the fundamentals of human resource management; therefore, there are no prerequisites for taking this course.

Students are strongly recommended to attend the lectures, to carry out the continuous work and to study on a regular basis.

Course Schedule and Deadlines

The starting date is established by the Universidad de Zaragoza in its official calendar. The specific dates regarding the course's key activities will also be arranged according to the official calendar.

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Course presentation: The first session will provide detailed information about some practical questions. We will clarify the evaluation criteria to be applied as well as the teaching methodology used in the theoretical and practical classes. We will briefly introduce the contents treated in the various topics covered by the course syllabus.

Practical classes: The practical sessions will consist of teamwork, troubleshooting, practice with real cases, and commenting on and discussing readings and/or news. These activities will be announced beforehand, giving the students enough time to

work on them.

Home

Learning outcomes that define this course

The student, in order to pass the course, will have to show her/his competence in the following skills:

- 1:**
 - Discuss the strategic role of HR in creating competitive and high performing organizations;
- 2:**
 - Evaluate the talent management system in an organization;
- 3:**
 - Specify ways to ensure the recruitment and selection of top talent in an organization;
- 4:**
 - Design an effective training program for high quality individual and organizational performance;
- 5:**
 - Design a state-of-the-art performance management system that aligns with an organization's strategic plan;
- 6:**
 - Understand the components of a compensation and benefits system and demonstrate their impact on selection, retention, motivation, and performance;
- 7:**
 - Delineate the major issues and challenges in managing a global workforce.
- 8:**
 - Diagnose, evaluate, and offer recommendations for improving an HR situation.

Introduction

Brief presentation of the course

The course "Human Resources Management" belongs to the Department of Management and Organization. Managing human resources is a significant component of the strategic management of an organization. Within the strategic context, this course surveys the functions, processes, and techniques of human resource management. It examines human resource management from the perspective of human resources systems used and implemented by managers and human resources professionals. Equally importantly, it discusses the human resources issues all employees face and offers ways to deal with them.

Competences

General aims of the course

The expected results of the course respond to the following general aims

The aim of this subject is to introduce and habituate the students to the basic concepts, instruments and decisions related to people. To do this, the human resources activities of the company will be analysed, stressing the strategic tools that favour the efficacy and efficiency of the human resources management.

Context/Importance of the course for the master degree

The effective management of human resources is the key to organizational success. Organizations are seeking new ways of dealing with problems of globalization, a weak economy, rapidly changing technology, and changing demographics in the workplace, so it is necessary handling these and other situations to ensure that the employees and organizations are competitive and high performing.

After completing the course, the student will be competent in the following skills:

1:

Specific competences:

- Knowing the strategic role of HR in creating competitive and high performing organizations.
- Issuing advisory reports about human resources in specific situations, sectors, organizations, businesses.

2:

Transversal competences:

- Problem-solving capability.
- Ability to analyse and synthesise.
- Decision-making capability.
- Communication skills, both oral and written, stressing their ability to reason.
- Ability to work in groups.
- Ability to put theoretical concepts into practice.

Relevance of the skills acquired in the course

Organizations in the current economic context clearly need a strong orientation to flexibility and change. In this sense the managers of both public and private companies must focus on investment in people working within their organizations, as an intangible resource that can provide efficient results. A high percentage of success or failure of any institution depends on how the policies of selection, training, compensation, performance management or organization of teams and change management among other factors apply.

Evaluation

Assessment tasks

The student will prove that he/she has achieved the expected learning results by means of the following assessment tasks:

1:

Part 1) Worth up to 6 points, mandatory final exam. It will be held on the official dates marked by the Centre. It is necessary to obtain at least 2 points out of 6 to add the corresponding points from the second part and to pass the course.

Part 2) Worth up to 4 points, various activities throughout the semester. Specifically, they should include: i) a group activity related to the context of planning and organization of work. The realization of this activity will allow students to know the main techniques to anticipate the needs of human capital in an organization. This activity has a maximum score of 0.5 ii) an interactive group activity involving the discussion or debate of a current topic, read reviews and / or conduct of a case. This activity has a maximum score of 0.5 points; iii) an individual activity involving the resolution of a practical / theoretical and practical exercises related to remuneration policy in organizations. This activity has a maximum score of 1 point; and iv) Development and presentation of a group work, in which the basic knowledge of the subject is applied to a real case or tool. This work will be done throughout the semester, with public presentations taking place during the last half of May. The maximum mark for this work is 2 points, 0.5 points for the oral presentation and 1.5 points for the written component.

To pass the course the sum of these parts must be equal to or greater than 5. This form of assessment only applies to the first sitting

In any case, students may choose a final exam worth up to 10 points on the official date set by the Centre. It is necessary to obtain in this case a mark equal to or greater than 5 to pass the subject.

The final exam will include theoretical and practical issues where knowledge of the basic concepts will be assessed. The exam may contain both, open questions and multiple choice questions.

The dates of all activities will be indicated in class and through ADD

In any case, the degree of accuracy with which the students respond to questions, the absence of formal errors and clarity and order in the presentation of results will be assessed both in testing and in practical work

Activities and resources

Course methodology

The learning process that has been designed for this course is based on the following activities:

- Theoretical lectures: introduce the theoretical concepts together with real examples which facilitate the comprehension and application of these concepts.

- Troubleshooting and presentation of real problems and cases, elaboration and presentation of projects, discussion of current and emerging topics, essays and interactive activities. All these activities will be carried out both inside and outside the classroom, individually or in groups.

- Tutorials and/or seminars: the professors will supervise the projects carried out by the students, clarify their questions about the theoretical and/or practical contents of the subject, and propose specific tasks in which the theoretical concepts will be put into practice.

- Independent work: this includes the study of the theoretical and practical contents, the resolution of practical exercises, the development of individual and/or in-group activities, the search for and analysis of information, among others.

- Evaluation activities.

Outline of the Programme

The programme offered to the students to help them achieve the learning results includes the following activities :

1:
UNIT 1 – THE ESSENCE OF HUMAN RESOURCES MANAGEMENT

1.1 The essence of HRM

1.2 The concept and constituents of human capital

2:
UNIT 2 - STRATEGIC HUMAN RESOURCE MANAGEMENT

2.1 The conceptual basis of strategic HRM

2.2 The resource based view of SHRM

2.3 HRM and performance

3: UNIT 3 - ORGANIZATION, JOB DESIGN AND WORKFORCE PLANNING

- 3.1 Work/Job design
- 3.2 Organization design
- 3.3 Reasons for workforce planning
- 3.4 The link between workforce and business planning

4:
UNIT 4 - RECRUITMENT AND SELECTION

- 4.1 The recruitment and selection process
- 4.2 Defining requirements
- 4.3 Attracting candidates

5:
UNIT 5 -LEARNING AND DEVELOPMENT

- 5.1 The implications of learning theories and concepts
- 5.2 Organizational learning: Benefits and costs of training
- 5.3 In-company programs in Spain

6:
UNIT 6 -PERFORMANCE MANAGEMENT

- 6.1 The basis and aims of performance management
- 6.2 Performance management issues
- 6.3 The impact of performance management on performance
- 6.4 Performance management as a rewarding process. 360 degree feedback

7:
UNIT 7 - REWARD MANAGEMENT I

- 7.1 Reward philosophy/strategy
- 7.2 The fixed reward
- 7.3 The reward based on competencies

8:
UNIT 8 - REWARD MANAGEMENT II

- 8.1 The contingent pay
- 8.2 Recognition schemes
- 8.3 Employee benefits
- 8.4 Evaluating reward
- 8.5 Managing rewards for special groups

9:
UNIT 9 -. INTERNATIONAL HRM FRAMEWORK

- 9.1 The international HRM framework

9.2 The practice of international HRM

9.3 Managing expatriates

10:

UNIT 10 -. HOT TOPICS IN HRM

10.1 Information systems in human resources

10.2 Measuring efficiency in people management

Course planning

Calendar of actual sessions and presentation of works

The timetable of the lectures and practical classes will be announced at the beginning of the academic year. The timetable of the assessment activities and the project due dates will be communicated via the Universidad de Zaragoza e-learning platform (ADD).

Bibliographic references of the recommended readings

Facultad de Economía y Empresa

- Armstrong, Michael. Armstrong's handbook of human resource management practice / Michael Armstrong and Stephen Taylor. 13th ed., repr. London : KoganPage, 2014
- Dolan, Simon L.. La gestión de personas y del talento : la gestión de los recursos humanos en el siglo XXI / Simon L. Dolan, Ramón Valle Cabrera, Álvaro López Cabrales . Aravaca, Madrid : McGraw-Hill/Interamericana de España, D.L. 2014
- Gómez-Mejía, Luis R.. Gestión de recursos humanos / Luis R. Gómez-Mejía, David B. Balkin, Robert L. Cardy . 5ª ed. Madrid [etc.] : Pearson Educación, D.L. 2008
- La gestión de los recursos humanos : cómo atraer, retener y desarrollar con éxito el capital humano en tiempos de transformación / Simón L. Dolan... [et al.] . 3ª ed. Madrid [etc.] : McGraw Hill, 2007
- Lazear, Edward P.. Economía de los recursos humanos en la práctica : gestione el personal de su empresa para crear valor e innovar / Edward P. Lazear y Michael Gibbs ; traducción de Mª Esther Rabasco y Luis Toharia . - 2a. ed. Barcelona : Antoni Bosch, 2011
- Lazear, Edward P.. Personnel economics in practice / Edward P. Lazear, Michael Gibbs . 2nd ed. Hoboken (NJ) : Wiley, 2009

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Facultad de Ciencias Sociales y Humanas

- Armstrong, Michael. Armstrong's handbook of human resource management practice / Michael Armstrong and Stephen Taylor. 13th ed., repr. London : KoganPage, 2014
- Dolan, Simon L.. La gestión de personas y del talento : la gestión de los recursos humanos en el siglo XXI / Simon L. Dolan, Ramón Valle Cabrera, Álvaro López Cabrales Aravaca, Madrid : McGraw-Hill/Interamericana de España, D.L. 2014
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