

## 27327 - Human Resources Management

### Información del Plan Docente

<b>Academic Year</b>	2016/17
<b>Academic center</b>	109 - Facultad de Economía y Empresa 228 - Facultad de Empresa y Gestión Pública 301 - Facultad de Ciencias Sociales y Humanas
<b>Degree</b>	454 - Degree in Business Administration and Management 458 - Degree in Business Administration and Management 448 - Degree in Business Administration and Management
<b>ECTS</b>	6.0
<b>Course</b>	3
<b>Period</b>	Half-yearly
<b>Subject Type</b>	Compulsory
<b>Module</b>	---

### 1. Basic info

#### 1.1. Recommendations to take 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.

#### 1.2. Activities and key dates for the course

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.

### 2. Initiation

#### 2.1. Learning outcomes that define the subject

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

## 27327 - Human Resources Management

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

### 2.2.Introduction

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.

### 3.Context and competences

#### 3.1.Goals

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.

#### 3.2.Context and meaning of the subject in the 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.

#### 3.3.Competences

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.

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.

#### 3.4.Importance of learning outcomes

Organizations in the current economic context clearly need a strong orientation to flexibility and change. In this sense the

## 27327 - Human Resources Management

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.

### 4.Evaluation

The student will be able to pass the course in either of the two sittings. For both of them, she/he can choose between a global assessment or partially considering the student's participation in course activities. The global assessment will consist of passing the final exam (which will make up 100% of the final mark). In the second option, the final mark of the course will be distributed in the following way:

- Active attitude in class discussions and the handing in of the exercises proposed in the practical sessions (15% of final mark). Students choosing this option will have to hand in all the exercises proposed on the date indicated.
- In-depth analysis of one or several practices in people management (20% of final mark).
- Final exam (65% of final mark) on the date approved by each center during the exam period in the academic calendar. This exam will have a theoretical-practical approach. The student will have to demonstrate her/his knowledge of the concepts from the syllabus and to interrelate them. The exam will, in general, consist of questions of intermediate length that require the student to know and apply the knowledge accumulated during the course to the analysis of real situations.
- Students choosing this option will have to obtain at least 3.5 points out of 10 in the final exam in order to be able to compute the course activities' marks.

In the evaluation of each assessment activity, the students will have to demonstrate that they know, understand and are able to use the concepts and tools explained in class in different real situations. Moreover, their capability to apply, integrate and synthesize the knowledge acquired will be evaluated.

### 5.Activities and resources

#### 5.1.General methodological presentation

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#### 5.2.Learning activities

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

&shy; - 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.

&shy; - 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.

&shy; - 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.

&shy; - Evaluation activities.

### 5.3.Program

#### UNIT 1 - THE ESSENCE OF HUMAN RESOURCES MANAGEMENT

1.1 The essence of HRM

1.2 The concept and constituents of human capital

#### 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

#### 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

#### UNIT 4 - RECRUITMENT AND SELECTION

4.1 The recruitment and selection process

4.2 Defining requirements

4.3 Attracting candidates

#### UNIT 5 -LEARNING AND DEVELOPMENT

5.1 The implications of learning theories and concepts

5.2 Organizational learning: Benefits and costs of training

## 27327 - Human Resources Management

5.3 In-company programs in Spain

### 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

### UNIT 7 - REWARD MANAGEMENT I

7.1 Reward philosophy/strategy

7.2 The fixed reward

7.3 The reward based on competencies

### 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

### UNIT 9 -. INTERNATIONAL HRM FRAMEWORK

9.1 The international HRM framework

9.2 The practice of international HRM

9.3 Managing expatriates

### UNIT 10 -. HOT TOPICS IN HRM

## 27327 - Human Resources Management

10.1 Information systems in human resources

10.2 Measuring efficiency in people management

### **5.4.Planning and scheduling**

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).

### **5.5.Bibliography and recommended resources**

UPDATED BIBLIOGRAPHY IS AVAILABLE THROUGH THE WEBSITE OF THE LIBRARY:

<http://psfunizar7.unizar.es/br13/eBuscar.php?tipo=a>