

27327 - Human Resources Management

Syllabus Information

Academic Year: 2019/20

Subject: 27327 - Human Resources Management

Faculty / School: 109 -

228 -

301 -

Degree: 454 - Degree in Business Administration and Management

448 - Degree in Business Administration and Management

458 - Degree in Business Administration and Management

ECTS: 6.0

Year: 448 - Degree in Business Administration and Management: 3

458 - Degree in Business Administration and Management: 3

454 - Degree in Business Administration and Management: 3

Semester: 448 - Second semester

454 - Second semester

458 - Second semester

Subject Type: Compulsory

Module: ---

1.General information

1.1.Aims of the course

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 analyzed, stressing the strategic tools that favor the efficacy and efficiency of the human resources management, the involvement of line managers and the performance of the role of strategic partners by the managers of Human Resources.

1.2.Context and importance of this course 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.

1.3.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.

2.Learning goals

2.1.Competences

- Manage companies and organizations.
- To know the operation of the human resources area of ??a company or organization and to perform with ease any management work entrusted to it.
- Assess the situation and foreseeable evolution of companies and organizations, make decisions and extract the relevant knowledge related to the area of ??human resources.
- Develop and draft human resource management projects for companies and organizations.
- Issuing advisory reports on human resources in concrete situations of markets, sectors, organizations, companies.

- Understand and apply professional criteria and scientific rigor to the resolution of economic, business and organizational problems.
- Ability to organize and plan.
- Ability to make decisions.
- Ethical commitment at work.
- Motivation for quality and excellence.
- Adaptability to new situations.
- Autonomy for training and continuing learning.
- Ability to apply knowledge in practice.

2.2.Learning goals

? Identify the concept of Human Resources and its scope, role and importance in organizations

? Think critically and strategically about human resources management issues and their importance in organizations as well as their involvement in the economic development of society

? Know how to identify some tools that allow a solution to the critical problems of human resources

? To become aware of the complexity in organizations in formulating, designing and implementing policies related to the management of people and their consequences on their efficiency and effectiveness

? Provide the general outline of human resources policies, specifying for each of them their conditioning factors, the stakeholders involved and the objectives pursued

? Communicate in an oral and written form, knowledge, ideas and results of the activities and work done, learning to plan them and optimize the time

2.3.Importance of learning goals

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

3.Assessment (1st and 2nd call)

3.1.Assessment tasks (description of tasks, marking system and assessment criteria)

Evaluation will be based on the following elements, to choose between:

- Continuous assessment:
 - Written exam (composed of a multiple choice test and open questions): Max 2 during the term.
 - Written exercises (team reports): Between 2 or 3.

% end-of term-examinations: 60%

% of continuous assessment (assignments, practicals...) 40%

or

- Final Exam

Final exam on the date of the official call marked by the center, written exam (composed of a multiple choice test and open questions) (100%).

The continuous assessment is only allowed during the 1st call.

4.Methodology, learning tasks, syllabus and resources

4.1.Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions and tutorials/seminars.

4.2.Learning tasks

This course is organized as follows:

- **Lectures** (30 hours). Theoretical concepts will be explained together with real examples which facilitate the comprehension and application of these concepts.
- **Practice sessions** (30 hours) Problem-solving 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.
- **Individual work and study** (90 hours). This includes the study of the theoretical and practical contents, problem solving, the development of individual and/or in-group activities, the search for and analysis of information, among others.
- **Assessment tasks.**

4.3.Syllabus

This course will address the following topics:

Topic 1: Present And Future Challenges In People Management

The explanatory factors of the growing importance in the management of people as well as the difference between People Management / Talent and Organizational Behavior will be addressed. The concept of groups and Teamwork will be introduced as a basis of the subject

Topic 2: Strategic Role of HRM

It will be explained what it means to manage employees strategically. The primary HR activities will be presented. It will be described how organizational demands and the external environment influence HRM

Topic 3: Job Analysis and Workforce Planning

The importance of job design as well as its analysis for the development of the strategy and the result of the organization will be exposed. The main approaches as well as data sources will be presented. Likewise, it will be discussed how the organization and the environment influence the design and analysis of the job position and the workforce of people. The primary tactics used to remedy labor shortages and labor surplus will be discussed. The advantages and drawbacks of various workforce planning tactics will be discussed.

Topic 4: Recruitment and Selection

Recruitment and selection will be defined as key practices to generate competitive advantage and as part of the strategy. Selection standards will be established as well as multiple sources for recruiting employees will be identified. The meaning and importance of fitting person-position. The concept of personal branding and the employer brand will be developed

Topic 5: Training and Development

The purpose of the training and development, the benefits and costs of the training, as well as the different training methods training in company, will be explained.

Topic 6: Performance Management

The different purpose of performance management will be described. The components of an effective performance management system will be described. It will be discussed how to develop useful performance measures. The typical rater bias will be described and discussed. It will be discussed how to give effective feedback to the employees.

Topic 7: Compensation

The purpose and components of a compensation plan will be described. As well as the importance of equity in organizations, the systems of how compensation is determined, based on competencies, points, degrees, and how the external and internal environment affect a firm compensation decisions.

Topic 8: Incentives

Theories behind how incentives plans motivate employees will be explained. The different types of individual, collective and, organizational incentives will be presented. Cafeteria plans and emotional salary

Topic 9: International HR Management

The reasons for the use of expatriates .The individual perspective

Compensation Programs for Expatriates

Topic 10: Organizational Culture

Organizational Culture and Leadership

4.4.Course planning and calendar

Further information concerning the timetable, classroom, office hours, assessment dates and other details regarding this course, will be provided on the first day of class or please refer to the Moodle website (<https://moddle2.unizar.es>); Academic calendar website (<https://academico.unizar.es/calendario-academico/calendario>); or the website of your corresponding faculty (Zaragoza: <https://econz.unizar.es/>, Huesca: <http://fegp.unizar.es/>, Teruel: <http://fcsh.unizar.es/>).

4.5.Bibliography and recommended resources