



122040039 - Bachelor of Business Administration (face to face and online)

0039020 - Human Resources

Dades generals

Codi: 0039020

Tipus: OB

Semestre: 4

Crèdits: 6.0

Llengua d'impartició: Anglès

Llengua de suport: Anglès

Requisits

Codi - Assignatura

0039009 - Business Organisation and Management II

Professorat

Professorat responsable

Rios Ballano, Sergio (Titulació: Llicenciatura en Administració i direcció d'empreses;
Àrea de coneixement: Ciències econòmiques)

Informació

Presentació de l'assignatura:

This subject introduces BBA students to how organizations manage people. We want students to have a double perspective on the topic: what is the logic involved in managing people and how is this logic applied in real organizations.

Firstly, we want them to understand the logic in managing people: what are the main decisions that organizations take regarding people management, why organizations take

these decisions and for which purposes.

Secondly, we want students to know how organizations implement this HR strategy, and make it operational, through executing HR policies/functional activities (such as workforce planning, recruitment and selection, training and development, performance management, compensation, employee engagement), using different systems, processes and procedures; and applying a series of basic tools and devices (such as job descriptions, position profiles, job openings, interviews or test, incentives schemes and the like).

All kinds of organizations, despite of their nature (private or public business, family business or multinational or NGOs,,), size (micro, small, medium or big) or type of industry (pharmaceutical, chemical, insurance, public administration, hospitality, leisure, finance and banking, education, hospitals and health, food and beverage, distribution, high-tech...) are basically "social entities", with people working and occupying different positions or carrying out different roles, with accountability, assuming tasks to achieve a series of objectives (individual, team/group, divisional or corporate). And these social entities are the fundamental place where it takes place a major dimension in the life of a person: work. Working in organizations becomes a very important part of our lives, helping us to be realized professionally and personally, and providing us with adequate rewards (salary, benefits, professional career, opportunities to promotion, training activities).

Thus, how different organizations manage their employees becomes a fundamental key to organizati

Objectius:

The specific learning objectives in relation to knowledge, skills and attitudes/values to be achieved by our students as a result of their participation in the learning experience that we have designed, are the following:

- 1.- Understand from a strategic and integrative point of view, what are the main topics and functional activities related to Human Resources Management (HRM) in organizations, whatever is their nature, size or industry.
- 2.- Comprehend the essential concepts of Human Resources Management and ability to apply them systematically to other fields of business management (finances, marketing, sales, purchasing, operations and logistics).
- 3.- Be aware of the main challenges and responsibilities than a manager (general or functional; executive, director or middle manager) has in managing people.
- 4.- Be familiar with some basic HRM techniques, tools and devices used by HRM professionals.
- 5.- Analyse challenges in managing people in organizations all over the word and observe trends in Human Resources Management, understanding the reasons for these challenges, and how organizations respond to them. Students will also be able to connect these challenges and trends with our social, cultural and business context, from an Andorran perspective.

6.- Reinforce in students a series of values and attitudes that are useful in the university environment and that are also needed when these students become professionals: orientation to results/achievement; proactive class participation; teamwork and collaboration; orientation to quality and professional rigor in presenting written reports and oral presentations; capacity to learn and to structure knowledge, and ability to communicate it.

Metodologia:

The course provides the needed theoretical frame and concepts for understanding what managing people in all sort of organizations means; it also offers students real in-class learning experiences that are problem-focused, managerially relevant, intellectually challenging and emotionally engaging, and, above all, interactive, with students “acting” as professionals reacting to challenges when managing people in different roles (as employees, line managers, HR managers, consultants).

These learning experiences are created by using different resources such as case studies, experiential activities (based on students’ professional experiences), self-analysis techniques and check-lists, debates, role-playings and the like, to provide first-hand insights on People Management theories and models.

Students, individually or in teams, should respond to different HRM business-oriented challenges applying conceptual models and specific tools provided in our lectures or in selected readings, to give efficient and professionally sound solutions, evaluating pros and cons for their real implementation.

The following methodology is used:

1.- Explain theoretical frameworks and concepts in lectures’ classes. The professor provides the basic knowledge on HRM strategy and related policies; highlights the importance of practice tools and devices in managing people professionally; and shares real examples, good practices or specific cases of organizations in relation to the corresponding topic.

2.- Individual and/or teamwork on business cases, experiential activities or complementary exercises and assignments. Students must analyse the case, understand the business and the HRM challenge, answer the guiding questions and, if required, make proposals.

Avaluació continuada:

The recommended evaluation system is based on “continuous evaluation” of knowledge, skills, attitudes and values, in accordance with the philosophy and criteria espoused by the University of Andorra, and transmitted by the professor.

The acquisition of theoretical and practical knowledge (strategy, policies, systems and procedures, tools) related to Human Resources Management, the development of basic skills (such as public presentation or using data to justify HRM decisions), fostering of professional / personal values such as effort and dedication, or teamwork and collaboration should all be acquired and integrated by students progressively, working day-to-day, and the evaluation system is adapted to this evolutive process.

Continuous evaluation is based on the following formula: 70% grade for “3 continuous

evaluation controls" + 20% grade for "team assignments" + 10% grade for "Individual Participation".

The 70% grade for "3 continuous evaluation controls" are distributed: 20% grade first + 20% grade second + 30% grade third. The date for these 3 controls will be set in advance by the professor -usually, during the first week of the course.

The resulting "Continuous Evaluation Grade (CAG)" is the final mark for the subject, if the student successfully passes this "continuous evaluation".

However, the student under this "continuous evaluation" scheme will NOT PASS if:

> The average grade for the "3 continuous evaluation controls" is less than 4.

> The overall Continuous Evaluation Grade (CEG) is less than 5.

When applying "continuous evaluation", students can realize that the "individual" grade accounts for 80% of the final mark, and the "team" grade is 20%.

Avaluació final:

Whether have students decided not to follow the "continuous evaluation" or have failed to pass it, they can pass the course by taking a Final Exam that will take place on the date specified in the Final Exams calendar set by the BBA-Head of Studies by the second fortnight of June.

The grade of this Final Exam will be the final mark for the subject. The most common format of this Final Exam is a test, 100% multiple choice (5 options), with about 50 questions. Each correct answer will be worth 1 point, whereas the wrong ones will be penalized - 0,20 points. Blank ones will be zero.

Bibliografia bàsica:

The professor will provide the required documentation for the course on the HRM course home page, including slides from the lectures, business cases and other related activities and assignments (experiential exercises, mini-cases or journal articles on the subject). For some ad hoc class activities, the materials may be distributed in-class or may be sent to students by e-mail.

Bibliografia complementària:

If students want to go further/deeper, or get an additional view, they can check this basic bibliography:

- Gómez-Mejía, Balkin and Cardy (2009) "Human Resources Management." 9th edition. Prentice Hall.
- DeCenezo, D.A. and Robbins, S.P. (2007) "Fundamentals of Human Resources Management" (9th edition). John Wiley & Sons, NJ
- Lepak, D. and Gowan, M. (2010) "Human Resources Management. Managing employees for competitive advantage" Pearson-Prentice Hall.
- Muller-Camen, M., Croucher, R. and Leigh, S. (eds.) (2008) "Human Resources

Management. A case study approach" CIPD. London

- Jackson, S.E., Schuler, R.S. and Werner, S. (2009) "Managing human resources" (10th edition). CENGAGE learning
- Baron, J.N. and Kreps, D.M. (1999) "Strategic Human Resources. Frameworks for general managers". John Wiley & Sons Inc. New York

Competències específiques (2)

Codi - Competència específica

BAE06 - Realització d'auditories i consultories tècniques

BAE14 - Aplicació de polítiques de gestió i administració dels recursos humans

Competències transversals (3)

Codi - Competència transversal

Àrea

UdA01 - Responsabilitat, comportament ètic i professionalitat

Responsabilitat personal

UdA03 - Compromís amb l'entorn socioeconòmic i cultural del país

Responsabilitat personal

UdA10 - Comunicació i expressió oral i escrita

Comunicació

Continguts (13)

1. Human Resources Management (HRM): An Overview

1.1. Organizational Strategy & HRM Strategy

1.2. Human Resources Planning (HRP). Workforce Plan. Basic Tools: Job Analysis & Job Description. Managing by Competencies

2. Main HRM Policies and Practices

2.1. Employment Management: managing the HR Flow (In/Within/Out)

2.2. Training & Development Management: Managing Talent

2.3. Performance Management: managing employees' contributions

2.4. Compensation Management: Pay, Benefits & Rewards

2.5. Commitment Management: Managing Employee Engagement

3. Other topics related to HRM

3.1. Organizational Psychology

3.2. Industrial Relations (Unions, Workers Representatives, Business Organizations)

3.3. Challenges & Trends in HRM

Activitats (3)

Codi - Activitat

Descripció

Competències

Percentatge

| | | | |
|---------------------------|--------------------------------|----------------------------|--------|
| 1 - Theoretical framework | Continuous Evaluation Controls | BAE06, BAE14, UdA01, UdA03 | 70,00% |
| 2 - Team Assignments | Teamwork | BAE06, BAE14, UdA01, UdA03 | 20,00% |
| 3 - Class participation | Student participation | BAE06, BAE14, UdA01, UdA03 | 10,00% |