HR MANAGEMENT

DEGREE COURSE YEAR:  ☑ First  ☐ Second  ☑ Third  ☐ Fourth
SEMESTER:  ☑ 1º SEMESTER  ☐ 2º SEMESTER
CATEGORY:  ☑ BASIC  ☑ COMPULSORY  ☐ OPTIONAL
NO. OF CREDITS (ECTS):  ☑ 6  ☑ 3
LANGUAGE:  ☑ English  ☑ Spanish

1- SUBJECT DESCRIPTION

Today the management of human capital is more important than that of physical or financial capital. The course addresses human capital management from a strategic perspective, more than that of a human resources specialist. It explores the major aspects of human resource management. At the same time, it emphasizes how these practices reinforce each other and are aligned with the overall strategy of the organization. The course addresses human resources issues and considers how human resource management may aid organizations develop a competitive advantage.

2- OBJECTIVES AND SKILLS

The goal of this course is to influence you about the ways to achieve high performance organizations by effectively managing people. Companies that want to succeed surely need excellent people. But they also need cultures and systems of practices that allow individuals to use their talents. The desired outcome of this course is to provide students with the tools and skills that will enable them to establish such systems to effectively manage people at work.

3. METHODOLOGY AND WEIGHTING

<table>
<thead>
<tr>
<th>Teaching Methodology</th>
<th>Time Dedication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures (in class)</td>
<td>5 hours</td>
</tr>
<tr>
<td>Discussions (in class)</td>
<td>15 hours</td>
</tr>
<tr>
<td>Presentations (in class)</td>
<td>1 hour</td>
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<tr>
<td>Exercises (in class)</td>
<td>4 hours</td>
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<tr>
<td>Group work (outside class)</td>
<td>25 hours</td>
</tr>
<tr>
<td>Individual studying (outside class)</td>
<td>25 hours</td>
</tr>
<tr>
<td>TOTAL</td>
<td>75 hours</td>
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4. CONTENT

The course will unfold by highlighting an overall organizational approach to human capital strategies. The first module sets the context by creating a rationale and frame for the course, connecting the organizational requirements and business objectives that are critical to the success of the organization with different work systems.

The second module focuses on the specific human resource practices within an organization that can be manipulated to achieve a more efficient and effective work system.

The third module pulls together all the pieces of the internal work system and applies them to specific situations in the organizational context. We consider what organizations can do in terms of managing human assets when dealing with mergers and acquisitions, when experiencing trouble times, when facing global challenges and when transitioning from small to larger enterprises.

4.1. COURSE OUTLINE

**MODULE 1: Introduction and Framework for Strategic Human Resource Management**

**SESSION 1**
INTRODUCTION
Introduction to Strategic HRM and to the course. Overview of the syllabus and the requirements

**SESSION 2**
HUMAN RESOURCES MANAGEMENT, COMPETITIVE ADVANTAGE, AND THE ROLE OF CORPORATE CULTURE

**SESSION 3**
JOB ANALYSIS, COMPETENCIES, AND INDIVIDUAL DIFFERENCES

**MODULE 2: Human Resource Levers**

**SESSION 4**
RECRUITMENT AND SELECTION

**SESSION 5**
EMPLOYEE DEVELOPMENT (I)

**SESSION 6**
EMPLOYEE DEVELOPMENT (II)

**SESSION 7**
PERFORMANCE APPRAISAL

**SESSION 8**
COMPENSATION (I): PRINCIPLES
SESSION 9
COMPENSATION (II): PAY AS A MOTIVATOR

**MODULE 3: Topics of Human Resource Management**

SESSION 10
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

SESSION 11
DOWNSIZING

SESSION 12
INDIVIDUAL CASE ANALYSIS ASSIGNMENT

SESSION 13
MAKE OR BUY?

SESSION 14
MANAGING STARS IN A HIGH-PERFORMANCE ORGANIZATION

SESSION 15
WRAP-UP
Presentations of final project by all the teams (around 12 minutes each)

5. EVALUATION SYSTEM (ORDINARY AND EXTRAORDINARY / RETAKE EXAMS)

5.1. ORDINARY EXAMS

Your final grade in the course will be based on both individual and group work. The evaluation is based on:

- A. Class participation 30%
- B. Individual Exam. Case analysis 30%
- C. Article group presentation 20%
- D. Final project group presentation 20%

**EVALUATION**

Your grade will be a composite measure of class participation, an article group presentation, an individual exam and a final project.

**Class Participation (Individual): 30% of your grade.**
Everyone is expected to be prepared for each class and to be an active participant in class discussion. You are required to attend each of the classes. If you are unable to attend a class, please let me know before the class.
Your participation grade will reflect my assessment of your total contribution to the learning environment. This includes not only the frequency of your contributions but also their quality. At the end of each session I will give a grade to each of you. The grades will range from 0 to 4.

0: You do not do any of the following:
1: You are present, on time, awake and not bothering others in class.
2: You are participating and are part of the discussion.
3: You are greatly involved in participation, having more than one good point to make.
4: You participate with really high quality points, helping advance the in-class discussion and sharpening the in-class debate.

Quality includes among other things: (1) sound, rigorous, insightful diagnosis (e.g. sharpening of key issues, depth and relevance of analysis), (2) ability to draw on course materials and your own experience productively, (3) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions).

**Individual Exam. Case Analysis. 30% of your grade.**
This assignment will consist on answering to a set of questions about the case corresponding to session 12. The questions will be assigned and will have to be answered during class.

**Article Presentation (Teams): 20% of your grade.**
The articles are included in your course pack. In the syllabus, they are marked as “Article”. Each of the teams is assigned to an article. The assignment of the learning teams can be found in the syllabus, under the plan of the individual sessions. Your learning team will be asked to present the key findings in the article and to provide a critical analysis of them in 15 minutes.

You will be evaluated according to the following criteria: (1) How well you summarize the most important findings of the article, (2) if you do this on a way that is easy for the audience to follow and enjoyable to listen to and (3) the depth and soundness of your own critical analysis of the article. The presentations will take place during the session that is indicated on this list. They may take place at any part of the session (beginning, middle or end).

**Final Project (Teams). 20% of your grade.**
The purpose of this assignment is to provide you with an opportunity to use the course material in the design of a human resource management system for a company.

Your learning team will be given the description of a company (in Session 8) and you will be asked to design a human resource management system for that company. The assignment is due at the beginning of Session 15. You will present the assignment in Session 15. The analysis should be about 8-10 slides.

In the analysis, please do the following:

- Give a detailed description of the human resource management practices of the organization.
- Provide an argument as to why the specific HRM practices that you are proposing make sense.

The analysis will be evaluated by a score of 0 to 15, on the basis of:

- Its depth and thoroughness
• The appropriateness of the proposed HRM system (in other words, whether the proposed HRM system indeed is aligned with the profile of the company and whether the proposed HRM practices are consistent with each other).

5.2. EXTRAORDINARY / RETAKE EXAMS

What is the extraordinary exam?
If your course grade is below 5.0 you are required to take the extraordinary exam to pass the course.

Students in the BBA have 4 chances overall (so called “convocatorias” in Spanish) to pass any given course distributed in two consecutive academic years:

• During the Normal or Regular Assessment period (semester in which the assessment is held),
• The Extraordinary Exam period (in the first half of July, at the end of that academic year),
• In the following academic year, the Retake in the regular assessment period, and
• The last retake in the Extraordinary Exam period in July of the second year.

However, students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enrol again in this course next academic year).

What is on the extraordinary exam?
Everything that you have learned in class, including lectures and exercises. Theories that are mentioned in class for practical cases. (I will not ask specific facts, rather, I may ask some general principle learned through the case, for example: what is a good strategy for developing people in such company?)

Evaluation
To pass this course, you have to have grade higher or equal to 5.0.

6. LAPTOPS / GADGETS IN CLASS

This subject does not require the use of a laptop in class; nevertheless, if you want to bring your laptop, please contact your professor.