

TEACHING PLAN

• PEOPLE MANAGEMENT

1. Descriptive data

Discipline: Human Resources Management

Area: International Businesses

Perfil: Asia/Europe/Worldwide

Academic year: 2012-2013

Term: 1st.

Degree: Bachelor's Degree in International Business and Marketing

Discipline code: 43103

Number of credits: 4

Total number of hours committed: 100

Language: English

Lecturer Estíbalitz Ortiz

Schedule: Group 1 (Lectures) Tuesdays 13.15 p.m.-15.30.

Group 1 (Seminars)Thursdays 1A 14.35 p.m.-15.30 / 1B 13.35-14.30

Group 2 (Lectures) Tuesdays 10.45 a.m.-13.00.

Group 2 (Seminars) Thursdays 2A 12.20 p.m.-13.15 p.m. / 2B 11.20-12.15

2. INTRODUCTION

The purpose of this course is to present a holistic view of Human Resources. We will analyze the HR function from two perspectives:

1. Integration between HR and Company strategies
2. Which are the HR policies and practices and how do they support company strategy.

We see Human Resources as a strategic tool basic for the success of every company.

During the lectures and seminars of the course, theory and practice will be applied in order to show the main aspects of each policy and how they are applied. Exercises, cases discussions, readings and workshops will be delivered in order to facilitate the understanding of the HR function.

The course has been designed taking an international perspective as most of you will work either for multinational companies or in other countries.

Local Spanish practices are not the main focus of this subject (as this is not a course about Spanish legislation applied to People Management).

In addition to that, we will study which are the main skills required to be a people manager. (For instance: emotional intelligence, communication skills, team work and time management).

PREREQUISITES

The student must have solid knowledge of management communication, management of international operations, ethics, organizational theory and accounting.

In addition to that, understanding of what working for a company implies will be of help. Some professional experience (no matter the size of the company, type of work, function...) will be very helpful in order to position the Human Resources' function into the right context.

OBJECTIVES

1. To understand the role of the HR function within the firm and the integration with company strategy.
2. To know and to develop the necessary skills to perform the HR function.
3. To learn how HR can be a key partner in every business decision.
4. To understand -from both an strategic and operational point of view- processes in the area of HR management plus the techniques and management tools applied to the following areas: Recruiting and hiring; HR Administration (Contracts, Benefits); Compensation and Rewards; Training and Development; Performance Management; Labor Relations, Company Strategy, Cross Cultural management and the skills required to manage people.

3. Competencies to be achieved in the course

General competencies	Specific competencies
<p style="text-align: center;">Instrumentals</p> <p>G.I.2. Ability to relate concepts and knowledge from different areas. G.I.3. Ability to organise and plan.</p> <p>G.I.5. Ability to take decisions within complex and changing environments.</p> <p>General personal competences G.P.1. Ability to adapt, lead and work in a group that is multicultural, interdisciplinary, competitive, changing and complex in nature. G.P.2. Ability to manage behaviour and emotions. G.P.3. Moral commitment and ethical sense. G.P.4. Critical attitude.</p> <p style="text-align: center;">Generic systemic competences</p> <p>G.S.2. Ability to observe G.S.4. Entrepreneurship G.S.8. Respect towards gender differences, environment and security at work.</p>	<p style="text-align: center;">Professionals</p> <p>E.P.2. Ability to analyse different economic and business information when taking company decisions. E.P.13. Improvement of communication and negotiation skills, both oral and written. E.P.15 Acquire the ability to express ideas and emotions orally and in a written form, use an organized approach and strategically plan behavior. E.P.16 Adapt the communication style to different audiences, understand cultural differences in communication and convey multicultural abilities.</p>

The above competencies interrelate with the basic competences set out in Royal Decree 1393/2007, namely:

- a. competence to comprehend knowledge, on the basis of general secondary education.
- b. competence to apply knowledge to day-to-day work in international management or marketing, in particular, ability to develop and defend arguments to solve problems.
- c. competence to gather and interpret relevant data, enabling the development of critical judgements on the economic and social reality
- d. competence to communicate and transmit information (ideas, problems, solutions) to a specialised and non-specialised public.
- e. competence to develop learning activities in a relatively autonomous manner.

Other competencies that will be developed during this course are the following ones:

Ability to search, analyze, assess and summarise information (G.I.1), ability for problem solving (G.I.4), Ability to develop, present and defend arguments (G.I.6), ability for self learning (G.S.5), ability to apply global knowledge, information and principles to local environments (E.P.12), ability to get information and research into different information sources (E.P.21)).

Basic competence: understand and comprehend

I. General competences G.I.3, G.S.2,

Basic competence: to apply the knowledge acquired

I. General competences G.I.2,

Basic competence: to get an interpret data

II. Competències específiques E.P.2

Basic competence: communicate to each other and transfer information.

I. General competence G.P.5

II. Specific competences E.P.13, E.P.15, E.P.16

Basic competence: develop learning activities

I. Competències generals G.I.3, G.P.4

Other competences which define the HR discipline professional's profile not included among the basic competences:

In general, these competences share some key aspects which are critical to achieve students' proficient level in both business environment and international marketing.

- to equip the student for him to adapt himself to changing environment and teams.
- to equip the student for him to build his own view of any business of any project within International Marketing.
- to equip the student for him to take difficult decisions and for him to develop negotiation skills.

I. General competences G.I.5, G.P.1, G.P.2, G.S.4, G.S.8

Competencies exclusive of the HR discipline

Ability to take decisions within the HR environment.

Ability to apply the HR practices and techniques

Ability to differentiate when a business problem requires an HR decision or not

Ability to handle difficult conversations with colleagues, subordinates, direct managers etc.

4. TOPICS COVERED

- **Managing the internal and external environments**
- **Strategic Human Resource Management**
- **Global Issues in Human Resource Management**
- **The analysis and design of work**

Within this outlines, the following aspects will be covered in detail:

Course overview, ground rules. Introduction to the HR function (HR Orgchart)

Human Resources and Strategy.

Global aspects in Human Resources

- **Acquisition and preparation of Human Resources:**
 - **HR planning and recruitment**
 - **Selection and Placement**

Within this outlines, the following aspects will be covered in detail:

Job Design, Staffing –how to plan your staffing needs-. Recruiting: how to design a recruiting campaign and how to develop interview questions.

- **Compensation of Human Resources**
 - **Pay structure decisions**

- **Recognizing employee contributions with pay**
- **Employee benefits**

Within this outlines, the following aspects will be covered in detail:
How the salaries are defined. Design a reward and recognition plan. Prepare a job offer.

- **Development and assessment of HRM**
 - **Employee development**
 - **Employee retention**
 - **Performance management**

Within this outlines, the following aspects will be covered in detail:
Theoretical session on development policies (internal rotation, communication, Management by objectives, Management by mission, performance management)
Difference between training and development. Key aspects to consider when preparing a succession plan, top performers´ development plan, skill sets and development plan.
Performance management

- **Special topics in Human Resources**
 - **Labor Relations**
 - **Cross Cultural Management**

Unions and Workers´ Council, Human Resources´ Management overview, Impact of different mindset when managing across different cultures.

- **Skills required to Manage People: Management and Leadership, Communication Skills, Teamwork, Time management and Motivation.**

5. GRADING POLICY

GRADING POLICY

The course has been designed to ease student´s learning and understanding week by week. So there are weekly evaluations both in the lectures (quizzes, questions to the students) and in the seminars (case discussions, role plays, exercises, etc)

Some of the activities are *synthesis activities* some others are composing the *continuous evaluation* part of the course. The main purpose of all of them is to show that the student has acquired the required competences as stated above on this teaching plan.

Elementos de evaluación	Período temporal	Tipo de evaluación		Agente evaluación			Evaluación		Tipo actividad	Agrupación		Peso (%)
		Obl	Opt	Prof	Auto eval	Co eval	Contínua	Síntesis		In div	Grupo (#)	
Test moodle (2 points maximum)	Before every lecture	X			X		X		Understanding and follow up of the main concepts of the discipline	X		20%
Reading, analysis, understanding an report on the recommended book "Drive" (1 point maximum)	November	X		X			X		To understand the implications of the leadership dimension in the professional life.	X		10%
Team work, role plays, readings (2 points)	Before every seminar	X		X			X		Comprehend the practical dimension of the	X	X	20%

maximum)	(eventually before some lectures)								people management discipline.			
Final exam (5 points maximum)	ESCI will fix the date for the final in December	X						X	Synthesis	X		50%

It is compulsory to get unless 50% of the grade on each of the activities that compose continuous evaluation (this is: 1 point minimum for the quizzes, 0,5 minimum for the book, 1 point minimum for the team work, role play, readings 'activity). Otherwise the minimum qualification obtained will be the only one considered to sum up to the qualification obtained in the final exam.

It is compulsory to take the final written exam. Minimum grade required to be eligible to pass the discipline is 2,5 points in the final.

Recovery criteria

Quizzes, book, readings, role play and team work activities cannot be recovered.

In case students don't pass the discipline:

- If they have obtained the minimum grade specified above on each of the criteria, then students will have the opportunity of taking a recovery test in order to have the possibility of passing the subject successfully. ESCI will fix the date for the exam.
- Not taking the recovery test will mean keeping the previous grade. Taking the recovery test will imply that the student will get the new grade with the following weight distribution: 70% final exam. 30% continuous' evaluation (quizzes, books, readings, role play and team work activities).
- It is indispensable to obtain 3,5 points minimum in the recovery test in order to pass the discipline successfully.

6. Bibliografia i recursos didàctics

Basic bibliography (compulsory)

Human Resources Management, gaining a competitive strategy

Aut. Noe, Hollenbeck et al.

Ed.: Mc Graw Hill, 2010

Supplementary bibliography:

Management across cultures

Challenges an Strategies

Auth: Richard Steers, Carlos Sanchez-Runde, Luciana Nardon

Ed.: Cambridge University Press, 2010

Drive, (the surprising truth about what motivates us)

Auth.: Daniel Pink

Ed.. New York, 2009.

Other resources:
AULAESCI, articles and videos presented during the class.

7. METHODOLOGY:

The following activities will be considered:

1st, Lecture (all students)

Beginning Sept. 25th and ending on Nov 27th, 10 lectures will be delivered by the professor. These sessions will take place on Tuesdays . The main purpose of these sessions is to provide the theoretical ground which will be crucial to acquire a general understanding of Human Resources. Although the course has a very pragmatic approach, it is basic to understand the theory in order to develop a different mindset. This mindset will equip the student to interpret practices and behaviors in the HR world (whatever the business environment will be)

Before attending the lectures, students should read the material scheduled for each session (see point 8 to get detailed information)

2nd, Seminars (15-20 students)

Starting on October 4th, seminars in small groups will be held (ending on Nov, 29th) so there will be 9 seminars). The purpose of the seminar is to provide a setup where students can apply the concepts acquired during the lectures and previous readings. By following this method, even if - in most of the cases- this will be the first time that they study the HR discipline, students will develop a way of reasoning which will be extremely helpful for any job in which they have to deal with people.

3rd, Individual work (guided by the professor)

Students must fulfill two requisites:

1. To **read the book** that will be followed for this discipline
2. To **review, analyze and study the material** presented during the lectures in order to acquire the knowledge to apply it.

4th, Team work (4-5 students)

There is a pre work that needs to be done before each seminar: 4 of the 9 seminars will require team work. The professor will determine how the teams will be created.

In order to prepare the seminars, the teams will follow three different approaches: case discussion, exercises and role play.

1. CASE DISCUSSION:

Before the seminar

Step 1: individual reading.

Step 2: team discussion following specific questions provided by the professor. (Facts, main problems, why these problems exist, and proposal of possible solutions).

Step 3: preparation of an action plan.

during the seminar

The professor will choose randomly one member of each team for him/her to present the case (facts, main problem, and action plan)

Then, a discussion among all the students about main problems and which is the most appropriate action plan in the light the HR knowledge will be held.

2. ROLE PLAY

before the role play:

In small teams of 2/3 students, they will simulate real situations in which they have to apply HR knowledge and HR practices. (e.g. salary negotiation between manager and direct report, a performance issue, meeting with unions...)

During the seminar the other students will behave as observers and will make comments and suggestions for improvement.

5th, Individual work (managed by every student autonomously)

Every student has to prepare himself for the final exam. The final exam will consist on a few open questions, so, preparing readings before each lecture, doing the exercises for the seminars and participating actively on case discussions is basic to get a thorough understanding of the HR discipline and to be ready to get a good grade in the final written exam

8. Work schedule (Lectures, Seminars and Pre work)

1) This discipline makes 4 ECTS, so every week the teacher will deliver 2 hours´lecture plus a seminar of one hour. (Starting on the 2nd week- oct. 4th)

2) Detailed program of activities:

Within the class: lectures, seminars and tutoring.

Outside the class: individual reading and comprehension of the material required, individual essays, group exercises, group discussion, case studies, presentations..etc.

For detailed explanation of the weekly plan please read the excel page attached.