

## Syllabus

### Subject

<b>Subject / Group</b>	21218 - Management of Human Resources / 70
<b>Degree</b>	Degree in Business Administration - Third year Double Degree in Business Administration and Law - Third year Double Degree in Business Administration and Tourism - Fourth year
<b>Credits</b>	6
<b>Period</b>	2nd semester
<b>Language of instruction</b>	English

### Professors

Lecturers	Office hours for students					
	Starting time	Finishing time	Day	Start date	End date	Office / Building
José María Carretero Gómez (Responsible) <a href="mailto:josem.carretero@uib.es">josem.carretero@uib.es</a>	10:00	11:00	Tuesday	10/09/2018	15/07/2019	DB001 G.M. Jovellanos (cita prèvia per e-mail)
Paula María Infantes Sánchez <a href="mailto:paulamaria.infantes@uib.es">paulamaria.infantes@uib.es</a>	13:00	14:00	Tuesday	11/02/2019	19/07/2019	DB207/Edifici Gaspar Melchor de Jovellanos, cita prèvia per e-mail

### Context

In a competitive business world like the current one, effective and responsible management of human resources is a key part of the success of an organization. While other productive resources, such as technology or structure, can be easily copied, people become a strategic resource that enables companies to differentiate themselves from competitors and, therefore, are a potential source of competitive advantage. Factors such as the quality of employees, their enthusiasm and job satisfaction and perceptions of fairness regarding the treatment received by an organization, are factors that affect a company's productivity, quality customer service, its reputation and, ultimately, its survival. Since human resources are critical in every one of the units of a company, its effective management and responsible from a social point of view it is the responsibility of all directors from all functional areas: accounting, management, operations, marketing, sales, and of course human resources.

### Requirements

### Recommended

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No minimum requirements are established although some students' knowledge from previous courses will be needed such as Microeconomics, Introduction to Business or Organizational Design. Also, this HR course is complemented by the approach of the Business Strategy course.

### Skills

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#### Specific

- \* CE2 (CB2) Applying the knowledge management and business management to their work or vocation in a professional manner and have competences typically demonstrated through devising and sustaining arguments and solving problems within the area of administration and business management. .
- \* CE2.2.4 To integrate in any functional area of a company or organization of medium or large size and to play any management task assigned to her, specially in the areas of operations, human resources and planning, organization, management and control. .
- \* CE2.3.5 To Prepare decision making in the area of operations and in everything that has to do with the human resources of companies and organizations, especially at the operational and tactical levels. .
- \* CE2.4 To defend proposed solutions in an articulated manner from the theoretical and technical knowledge. .

#### Generic

- \* CG1 Capacity for teamwork. .
- \* CG3 Ability to communicate in English. .
- \* CG5 (CB3) To have the ability to gather and interpret relevant data to make judgments that include reflection on relevant social, scientific or ethical. .
- \* CG7 (CB5) To have developed those learning skills necessary to undertake further studies with a high degree of autonomy. .

#### Basic

- \* You may consult the basic competencies students will have to achieve by the end of the degree at the following address: <http://www.uib.eu/study/grau/Basic-Competences-In-Bachelors-Degree-Studies/>

### Content

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Details about the issues covered in this course are showed below.

#### Range of topics

- Theme 1. Introduction
- Theme 2. Human resources strategic planning
- Theme 3. Job organization and design
- Theme 4. Staffing
- Theme 5. Performance appraisal
- Theme 6. Human capital acquisition (training and careers)
- Theme 7. Compensation

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### Teaching methodology

In order to develop and assess the skills set forth above, both in class activities and non-face-to-face work which are planned for this course are described below.

In order to encourage students' autonomy and individual work, this course will be part of the Campus Digital project for on-line training in higher education. Using Moodle, the student will have to make use of on-line and distance communication with the professor, teaching materials in the form of electronic documents and other training resources.

### Workload

The following table shows the distribution of hours is presented according to different activities of classroom work and non-contact work planned and its equivalent in European credits or ECTS (1 ECTS = 25 hours of student work credit).

#### In-class work activities (1.8 credits, 45 hours)

Modality	Name	Typ. Grp.	Description	Hours
Theory classes	Theory classes	Large group (G)	Development of the theoretical content of the session. Presentation by the teacher with active participation of students. An active and relevant participation in the classroom and on Campus Extens is expected.	22.5
Seminars and workshops	Case studies and presentation	Medium group (M)	Medium sized students group, but organized in teams, analyze case studies on human resources management where different situations are presented and / or management problems that must be diagnosed and / or solved. Each team will conduct a detailed report setting out its proposals to discuss them with the rest of the class under teacher moderation. The team presenting its analyses of the case will be graded in terms of its clarity and order of the debate and / or discussion content of the case. The formal aspects (content, clarity and order) of the report which contains the written decisions the team made and the debate generated will be taken into account.	9.5
Practical classes	Practice classes	Medium group (M)	Students organized in medium groups make some practices during the class sessions with professor's guidance. With these activities we aim to boost learning by doing through the active practicing. The active participation of student will be evaluated.	9.5
Assessment	Midterm test	Large group (G)	Written examen in the form of short questions or multiple choice test covering a partial part of the program. It will be taken about half of the semester to encourage continued work on the subject.	2
Assessment	Final Exam	Large group (G)	Written exam in the form of test questions, short answer questions and/or problems. With this exam we seek to validate	1.5

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Modality	Name	Typ. Grp.	Description	Hours
			the acquisition of skills and the assimilation of the contents of the subject.	

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Aula Digital platform.

### Distance education tasks (4.2 credits, 105 hours)

Modality	Name	Description	Hours
Individual self-study	Student autonomous study	Work and self-study student is critical to properly assimilate the specific content of this course. To achieve this goal, students will: review the contents explained in class, read and discuss the recommended texts, consult bibliography, etc.	45
Group self-study	Information sources searching	Identify most relevant sources to solving proposed activities, process, analyze and develop new information to be used in the resolution of the proposed activities with economic information.	10
Group or individual self-study	Individual and team activities preparation	To achieve competence as the ability to teamwork, the ability to argue and propose solutions to problems of business administration in the area of human resources management based on the contents of the subject, activities proposed in seminars and workshops. They require advance preparation, both individually and group work.	10
Group or individual self-study	Students' continuous work	With the aim of encouraging the study, participation, implementation and consolidation of theoretical and practical knowledge and analytical and communication skills, a set of individual and/or group activities are planned throughout the semester. These activities are varied in nature and may cover: 1) Discussion forums for students to apply the acquired knowledge to discuss and / or analyze; 2) Readings to discuss in class; 3) Short self-assessment questionnaires before or after each theme; 4) Practical exercises with subsequent discussion and correction.	20
Group or individual self-study	Homeworks, cases, readings analyses elaboration	Develop the capacity for autonomous self-learning and teamwork. Performing work and projects, case preparation and reading articles individually or in groups.	20

### Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

### Student learning assessment

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To assess whether or not the student has got the competences planned in the course, a number of assessment procedures will apply. In the table of this section is described, for each evaluation procedure, its type (whether or not is recoverable), the evaluation criteria and their weight in the final course grade according to the assessment schedule.

The student will obtain an overall/final rating of the subject within the range of 0 to 10. To pass the course the student must obtain at least 5 points out of 10 by the weighted sum of all grades in all evaluable activities. Additionally, as it is shown in more detail in the table below, some activities will require to obtain a minimum grade to pass the course.

None of the continuous evaluation activities will be recoverable during the supplementary assessment period (June) and your score in any of this activities will be zero if the activity is not delivered, except in the cases covered in the Academic Reglament, in those cases the students can ask for a date change. In those well justified cases when the student cannot deliver an activity, professor might propose an alternative date for completion / delivery or just add the percentage of that activity to the final exam weight.

The recoverable activities will be recoverable only in the period of extraordinary evaluation (July).

### Frau en elements d'avaluació

In accordance with article 33 of Academic regulations, "regardless of the disciplinary procedure that may be followed against the offending student, the demonstrably fraudulent performance of any of the evaluation elements included in the teaching guides of the subjects will lead, at the discretion of the teacher, a undervaluation in the qualification that may involve the qualification of "suspense 0" in the annual evaluation of the subject".

### Case studies and presentation

Modality	Seminars and workshops
Technique	Student internship dissertation ( <b>non-retrievable</b> )
Description	Medium sized students group, but organized in teams, analyze case studies on human resources management where different situations are presented and / or management problems that must be diagnosed and / or solved. Each team will conduct a detailed report setting out its proposals to discuss them with the rest of the class under teacher moderation. The team presenting its analyses of the case will be graded in terms of its clarity and order of the debate and / or discussion content of the case. The formal aspects (content, clarity and order) of the report which contains the written decisions the team made and the debate generated will be taken into account.
Assessment criteria	The quality of analysis of the case or article, as well as clarity and order of the debate and / or discussion of the case or article will be evaluated. The formal aspects of the report containing the written solution (content, clarity and order) and the debate will be taken into account.

Final grade percentage: 20%

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### Practice classes

Modality	Practical classes
Technique	Other methods ( <b>non-retrievable</b> )
Description	Students organized in medium groups make some practices during the class sessions with professor's guidance. With these activities we aim to boost learning by doing through the active practicing. The active participation of student will be evaluated.
Assessment criteria	The students' active participation along with the quality of the students' solutions during the practice sessions will be evaluated.

Final grade percentage: 20%

### Midterm test

Modality	Assessment
Technique	Objective tests ( <b>non-retrievable</b> )
Description	Written examen in the form of short questions or multiple choice test covering a partial part of the program. It will be taken about half of the semester to encourage continued work on the subject.
Assessment criteria	It is quiz of test type questions to be performed on-line through Aula Digital at a computer room at Campus. The accumulated knowledge by the student will be assessed approximately in the middle of the semester, specially in relation to the assimilation of basic concepts of the subject.

Final grade percentage: 20%

### Final Exam

Modality	Assessment
Technique	Short-answer tests ( <b>retrievable</b> )
Description	Written exam in the form of test questions, short answer questions and/or problems. With this exam we seek to validate the acquisition of skills and the assimilation of the contents of the subject.
Assessment criteria	Proven assimilation of concepts will be evaluated. In order to pass the course, students are required to obtain a minimum score of 4 out of 10 in the final exam in both complementary evaluation period (June) and extraordinary evaluation period (July). The final exam will include test questions, short answer questions and/or problems.

Final grade percentage: 30% with a minimum grade of 4

### Students' continuous work

Modality	Group or individual self-study
Technique	Other methods ( <b>non-retrievable</b> )
Description	With the aim of encouraging the study, participation, implementation and consolidation of theoretical and practical knowledge and analytical and communication skills, a set of individual and/or group activities are planned throughout the semester. These activities are varied in nature and may cover: 1) Discussion forums for students to apply the acquired knowledge to discuss and / or analyze; 2) Readings to discuss in class;

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Assessment criteria	3) Short self-assessment questionnaires before or after each theme; 4) Practical exercises with subsequent discussion and correction. Relevant and quality participation in activities which may include: 1) Group discussion forums; 2) Readings to discuss in class; 3) Shortself-learningquestionnaires before or after each subject; 4) Practical exercises.
Final grade percentage:	10%

### Resources, bibliography and additional documentation

The course basically follows a basic bibliography, however the teaching material is complemented by literature and another supplementary material prepared by the faculty of the subject.

#### Basic bibliography

##### A. Manuals and text books:

- Baron, J. N. y Kreps, D. M. (1999). Strategic Human Resources: Frameworks for General Managers. New York: John Wiley & Sons.
- Gomez-Mejía, L. R.; Balkin, D. B. y Cardy, R. L. (2014). Managing Human Resources. 8th Ed. Pearson-Prentice Hall. (ISBN: 13:9780133029697).
- Lazear, E. P.(1998). Personnel Economics for Managers. New York: Wiley.

#### Complementary bibliography

- Ashenfelter, O., Card, D. (1999). Handbook of Labor Economics, 3B. North-Holland: Elsevier.
- Bonache, J. y Cabrera, A. (Directores) (2002). Dirección estratégica de personas: Evidencias y Perspectivas para el siglo XXI. Madrid: Fiancial Times-Prentice Hall.
- Brickley, J. A., Smith, C. W. y Zimmerman, J. L. (1997). Managerial Economics and Organization Architecture. Irwin.
- Delgado, I., Gómez, L., Romero, A.M. y Vázquez, E. (2006). Gestión de RRHH: del Análisis a la Práctica. Madrid: Prentice Hall.
- Dolan, S. L., Valle-Cabrera, R., Jackson, S. E., Schuller, R. S. (2007). La Gestión de los Recursos Humanos. Madrid: McGraw Hill.
- Robbins, S. (2013). Organizational Behavior, 15 Ed.. NY: Pearson.
- Valle Cabrera, R. (1995). La Gestión Estratégica de los Recursos Humanos. Madrid: Addison Wesley.

##### B. Academic specialized journals

- Human Resource Management Review
- Human Resource Planning
- The Journal of Human Resource
- The International Journal of Human Resource Management
- Personnel Review

##### C. Specialized professional journals:

- Capital Humano
- Revista de Empresa
- Academy of Management Perspectives

#### Other resources

##### Didactic material

Will be posted didactic material in the web page in Campus Extens.

##### Data bases

SABI (Sistema de Análisis de Balances Ibéricos) of Bureau van Dijk



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PIAAC (Programme for the International Assessment of Adult Competencies) - Survey of adults skills of OECD

**Bibliographical bases**

Business Source Premier

Econlit

Emerald

