



Academic year	2016-17
Subject	21218 - Management of Human Resources
Group	Group 70, 2S, GADE
Teaching guide	G
Language	English

Subject identification

Subject	21218 - Management of Human Resources
Credits	1.8 de presencials (45 hours) 4.2 de no presencials (105 hours) 6 de totals (150 hours).
Group	Group 70, 2S, GADE (Campus Extens)
Teaching period	Second semester
Teaching language	English

Professors

Lecturers	Horari d'atenció als alumnes					
	Starting time	Finishing time	Day	Start date	Finish date	Office
José María Carretero Gómez josem.carretero@uib.es	10:00	11:00	Tuesday	13/02/2017	07/07/2017	DB001 - Cita prèvia per e-mail

Contextualisation

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

Recommendable

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

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

Theme content

- 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

Teaching methodology

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

In order to encourage students' autonomy and personal work, this course will be part of the Campus Extens project for online training in higher education. Using Moodle, the student will have to make use of online



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

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 diagnose and / or resolve. Each team will conduct a detailed report setting out its proposals to discuss them with the rest of the class with teacher moderation. The team presenting its analysis 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 of the report containing the written decision (content, clarity and order) and the debate will be taken into account.	19
Assessment	Final Exam	Large group (G)	Written exam in the form of test questions, short answer questions and problems. With this exam we seek to validate the acquisition of skills and the assimilation of the contents of the subject.	1.5
Assessment	Midterm test	Large group (G)	Written exam 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

At the beginning of the semester a schedule of the subject will be made available to students through the UIB digital 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 Campus Extens platform.

Distance education work activities

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	45

Modality	Name	Description	Hours
		contents explained in class, read and discuss the recommended texts, consult bibliography, etc.	
Group self-study	Information sources searching	Identify sources most relevant to solving proposed activities, process, analyze and develop new information for use in the resolution of the activities proposed economic information.	10
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
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 from 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 group of individual or groups activities are planned throughout the semester. These activities are varied in nature and could cover: 1) Discussion forums for students to apply the knowledge gained to discuss and / or analyze; 2) Readings to discuss in class; 3) Short self-assessment questionnaires before each theme; 4) Practical exercises with subsequent discussion and correction.	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

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 and 10. To pass the course the student has to 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 be required 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 these 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 could 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).

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Case studies and presentation

Modality	Seminars and workshops
Technique	Student internship dissertation (non-retrievable)
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 diagnose and / or resolve. Each team will conduct a detailed report setting out its proposals to discuss them with the rest of the class with teacher moderation. The team presenting its analysis 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 of the report containing the written decision (content, clarity and order) and the debate will be taken into account.
Assessment criteria	The quality of analysis of the case or article, as well as clarity and order 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. The grade of the team who is reporting and solving the case will weight 25%.

Final grade percentage: 25%

Final Exam

Modality	Assessment
Technique	Short-answer tests (retrievable)
Description	Written exam in the form of test questions, short answer questions and 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 problems.

Final grade percentage: 40% with minimum grade 4

Midterm test

Modality	Assessment
Technique	Objective tests (non-retrievable)
Description	Written exam 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 a knowledge test to be performed on-line through Campus Extens in classroom. The accumulated knowledge by the student will be assessed in the middle of the semester, specially in relation to the assimilation of basic concepts of the subject.

Final grade percentage: 25%

Students' continuous work

Modality	Group or individual self-study
Technique	Other methods (non-retrievable)
Description	With the aim of encouraging the study, participation, implementation and consolidation of theoretical and practical knowledge and analytical and communication skills, a group of individual or group activities are planned throughout the semester. These activities are varied in nature and could cover: 1) Discussion forums for students to apply the knowledge gained to discuss and / or analyze; 2) Readings to discuss in class; 3)

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Assessment criteria	Short self-assessment questionnaires before each theme; 4) Practical exercises with subsequent discussion and correction. Relevant and quality participation in activities that can include: 1) Group discussion forums; 2) Readings to discuss in class; 3) Small self-study questionnaire before 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



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

