

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Legal and Business Science		
Course:	HR MANAGEMENT		
Type:	Compulsory	ECTS credits:	6
Year:	3	Code:	7132
Teaching period:	Fifth semester		
Area:	People management		
Module:	General and strategic business administration		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

Teaching staff	E-mail
Antonio Iturmendi McLellan	a.iturmendi@ufv.es
José María Peláez Marqués	jm.pelaez@ufv.es
Teresa de Dios Alija	t.dedios.prof@ufv.es

SUBJECT DESCRIPTION

PEOPLE MANAGEMENT AND DEVELOPMENT (PM&D): The purpose of this subject is to help UFV Business Administration Graduates to become strong leaders by accomplishing organization's business results efficiently and with a sustainable scope, as well as promoting personal growth and the development of the organization's Human Capital.
With this purpose, best practices and competencies (knowledges, skills and attitudes) of the whole organization,

are taken to action.

Aiming to Identify and develop personal and team's capabilities, combined with the design and implementation of continued learning activities that will enable the business community to become more efficient, increasing employees' satisfaction and engagement with the organization's goals and mission, resulting in the corporate progress and contributing to the Society's shared wealth.

The subject is composed of two parts. The first one is dedicated to acquire the knowledge and practice of people related processes and management areas that affect organization's efficiency and profitability.

- * Work planning and organization.
- * Job's description and evaluation.
- * Performance management.
- * Compensation and recognition programs.

Acquiring and strengthening competencies related to managing and developing people in the organization is the objective of the second part.

- * Employees selection and recruitment.
- * Training and development.
- * Company's culture, working climate and corporate social responsibility.

The learning process will enable the future graduate to generate trust within its environment, understand how work could help personal plenitude, guide decision making towards responsible behaviors, and efficiently use labor related management tools in the working relations.

GOAL

The objective this subject wants to reach is helping the student to learn and understand the different ways people could be managed when performing their duties and developing working responsibilities in the organization, to achieve everybody's personal and professional development. Also to discover and analyze how working processes and interpersonal relations could be managed in order to focusing on common wealth, reaching company's strategic objectives and adding value to Society.

People are not a mere resource to be managed, but the work they provide certainly is. Therefore it is essential to manage the quality of everybody's work.

Companies are one of the many ambiances in which people could reach their plenitude according to their dignity. Consequently it is the directors responsibility to foster their collaborators talent. By managing employee's work quality and personal growth they enable value generation and contribution to Society.

PRIOR KNOWLEDGE

Students must be savvy on knowledge acquired from subjects in previous courses:

1. Applied Philosophy (1st) and Fundamental Anthropology (2nd) Understand human being sense and its principal motivations in the business environment.
2. Economic and Business History (1st) Analyses organization and working relations historic evolution.
3. Business administration and organization (1st and 2nd) Knows Human Resources area contribution to company's objectives fulfillment.
4. Business' Microeconomics (1st)
5. Communication: Leadership skills and competencies (1st)
6. Western History (2nd) Understand work's meaning along History.
7. Social Responsibility Education (2nd) Explain how social compromise contributes to common wealth and value generation for society.
8. Business Law (2nd) Use labor legislation concepts.
9. Fiscal Law (2nd) Apply fiscal system to compensations schemes.
10. Cost Control (2nd) Distinguish between personnel costs and investments.

Obtained knowledge must be related to other subjects learned in the Grade:

1. Management Control (3rd)
2. Business Ethics (3rd)
3. Business structure and strategy (4th)
4. Professional Ontology (4th)
5. Business' practices (4th)
6. Grade's Final work (4th)
7. Complementary Formative Activities (optional)
8. Literature. Great books (optional)

COURSE SYLLABUS

Lesson 1. Responding to present and future business' organizational environment requirements. Human Resources concept's evolution and people development. People role in the organization. Individual and organizational environment requirements.

Lesson 2. Mission Management and People Development. Functional areas in People Management and Development department.

Lesson 3. Job's description and analysis. Process management. Inter-dependencies analysis. Analysis stages and job's description. Job's specifications.

Lesson 4. Job's evaluation. Concept and purpose. Methods for job evaluation.

Lesson 5. Compensation and recognition systems. Concepts and components. Determining factors. Compensation systems. Employees performance recognition.

Lesson 6. Employees performance evaluation. Categories identification. Incentives plans related to performance. Balancing performance and compensation.

Lesson 7. Employee's selection and recruitment. Recruitment sources. Competencies selection process. Welcome and integration.

Lesson 8. People development. People potential evaluation. Professional career design and planning. Training towards development. Detecting employees development needs. Training planning and management.

Lesson 9. Working climate and internal relations management. Corporate Social Responsibility. Company's internal communication.

Lesson 10. Requirements for people management and development international expansion. Internationalization models. Global people management and development policies.

EDUCATION ACTIVITIES

Different educational activities are used in our subject to reach our learning goals:

- * Exposition lectures with exploratory questions.
 - * Flipped learning.
 - * Analytic and presentation exercises, lessons preparation, examples' study.
 - * Case study, group discussion, brain storming for problem solving and decision making.
 - * Students accompanying: Mentoring by pairs.
 - * Role plays: Conflict resolution and jobs interviews.
 - * Meetings with experts: Discussion, round table and panel.
 - * Investigation and innovation projects: Survey's preparation and work climate studies.
 - * Personal reflection exercises: Document critics and analysis, press releases tracking and specialized readings.
- Tutorship: Tutorship schedules will be specified in the first day class, additionally students could request them by email.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Lecturing class 20h Team works 18h Individual exercises and autonomous work 8h Tutorship 8h Evaluation 6h	Lesson's preparation and investigation 25h Study and autonomous work 25h Exercises and case study solution 10h Readings and text's critical analysis 20h On line Campus shared information follow up 10h

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

To have developed a capacity for leadership.

To develop oral and written communication skills in a native and foreign language.

To possess a strong work ethic.

To have a teamwork mentality.

Specific skills

To adopt attitudes of leadership and social responsibility on both a personal and professional level.

To develop oral and written communication skills.

To have developed team leadership skills, directing group activities to meet objectives, whilst motivating team members within a framework based on equality and justice.

To possess the required sensitivity and grace to act in accordance with the basic principles of ethics and social responsibility in the professional and personal spheres of life, knowing how to resolve and address any conflicts of interest that may arise between them.

To nurture an attitude of intellectual curiosity and a quest for the truth in all areas of life.

To be familiar with the means and tools available to optimise the way people fit into organisations in order to promote an environment of mutual enrichment.

To be able to generate and manage synergies between the motivation of employees, the service provided to society and the obtainment of profit.

LEARNING RESULTS

Argues about the real purpose and relevance of People Management and development in company's strategy definition and value generation.

Uses process management tools and techniques in every People Management and Development area: jobs

analysis and description, employees' selection and recruitment, performance evaluation, job's evaluation, compensation and recognition systems' planning, employees and teams development, talent management, working climate, internal communication and people management in the international environment.

Connects and influences different audiences.

Performs active listening establishing receptivity and reciprocity when dialoguing with interlocutors.

Facilitates team work. Identifies group's interest. Generates value.

Shows service leadership behavior: generosity, integrity, exemplary, humbleness.

Identifies different people motivation patterns.

LEARNING APPRAISAL SYSTEM

The forming and formative evaluation system aims to ensure that the student reaches the learning objectives in the learning process. Therefore, a continuous evaluation system will be applied to the students performance' follow up and feedback in different types of exercises.

1. Both in the ordinary and extraordinary evaluation, student's continuous evaluation will be considered.

2. Weights given in the final mark to continuous evaluation system's components: Exams (50%) + teamwork activities (20%) + individual work and class participation (30%)

3. Students having academic exemption and UFV students in the exchange program will be evaluated with: Exam (70%) + Individual essay (30%)

4. Students repeating the subject could choose between continuous evaluation and academic exemption evaluation, by previously telling their choice to the teacher, at the beginning of the semester. It is not needed in their situation to request academic exemption.

* In every case, exam's mark must be more than 5 points over 10 to pass the subject.

Every evaluation method will observe Business Administration and Marketing Grade's Evaluation Norms.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

CROSSLAND, R. (2012) Voice Lessons. Applying Science to the Art of Leadership Communication. ISBN: 1470058227.

BRANSON. R. (2011) Business Stripped Bare. Adventures of a Global Entrepreneur. ISBN 9781591844068