Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management

Field of Knowledge:	Social and Legal Science

Faculty/School:	Law, Business and Governance

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:	Spanish/English

Total number of student study hours:	150

SUBJECT DESCRIPTION

Today, the business organization is seen as a community of people who generate products and services to satisfy the real needs of society, contributing to the common good and sustainable progress. The company is an open system in which one or more people perform an activity that generates added value and wealth, which is distributed fairly among the different interest groups (stakeholders), to contribute to their economic, social and personal well-being (Harrison & Freeman, 1999; De Dios Alija, 2018). The aim is, on the one hand, to generate the necessary conditions so that each and every person can grow and develop in order to reach their full potential and, on the other hand, to facilitate a sustainable, continuous and widespread development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. In the fulfillment of these purposes, people management plays a strategic role in the organization. The professionals who make decisions in the organization have the responsibility to understand how culture influences, to clearly define the vision of the business project, to guarantee the fulfillment of strategic objectives, to facilitate the efficiency of the teams and to

promote accurate and effective communication with each of the stakeholders involved in the execution of the operational processes. Individual and social responsibility and leadership style in talent management are the essential pillars on which the formulation, implementation and evaluation of corporate strategies must be based, if the company is to generate competitive advantages based on the learning that characterizes intelligent organizations (Senge, 2005). To achieve business objectives, it is necessary that professionals involved in the management of people have the knowledge, skills and will necessary to guide employees in the performance of their duties and responsibilities, to discover and analyze the ways in which work processes can be managed, to efficiently handle the necessary techniques and tools, to promote appropriate interpersonal relationships and to gain confidence within the teams and stimulate their motivation towards achieving the objectives of the organization, which in any case should focus on improving the economic and social framework (Kennedy et al., 2009). Work, understood as the physical or intellectual effort that a person makes in an organization in order to contribute value in the production of a product or service, is indeed a good, but this does not mean that a person can be considered a resource in itself and treated or managed as such. Managing employees as a mere resource, forgetting their potential for personal development, leaves the organization in a weak position. This is also the case if the function of managing employees is considered to be the exclusive competence and responsibility of what is still known in some corporations as the human resources department. The greatest threat in a market as competitive, global and changing as the current one, is to let the employee perceive that he is just another element of the organization and that he does not know what is expected of him, as all this affects his self-esteem, job satisfaction and commitment and therefore, the quality of work, productivity, competitiveness, profitability and sustainability of the organization (De Dios Alija, 2018). Understanding that the person is much more than a resource, a means or an instrument to achieve ends external to him or herself, making decisions related to the development of individuals involves identifying talent and integrating people into the company, educating them, training them, developing their competencies and fostering their potential growth. Professional competence is understood as the wisdom, ability and willingness that a person has to make decisions and behave appropriately in the performance of a mission. In other words, the ability to put into practice in an integrated manner the knowledge, skills, attitudes and personality traits that allow him/her to solve problems or situations effectively. The concept of competence goes beyond "knowing" and "knowing how to do", it also includes "knowing how to be" and "knowing how to be". Being competent requires the attitudinal and behavioral demonstration of knowledge and skills. In short, leading professionals implies accompanying people so that they may be oriented towards the development of their faculties and talents on the road to their fullness and perfection, and so that they may be aware of the need to find the full meaning of their lives (Frankl, 1991). Talent is understood in this context as a potential of a personal and subjective nature, related to each and every one of the dimensions of the human being (biological, psychological, social and spiritual). Leaders have a fundamental mission in this process of personal and professional development, which in any case must be oriented to the common good, that is, to the generation of the necessary conditions for each person to grow in order to achieve his or her integral development and, based on this, to make the sustainability of the company and society a reality. This implies that people are considered, as ends and never as means (resources), at the center of the decisions taken in the company. People management can be a clear source of strength for the company, if it is oriented to: - Deperate interest in the immense value that each person can contribute throughout their professional life (López Quintás, 2009, 2013), based on the study of their needs and intrinsic and extrinsic motivations (Maslow et al., 2005; Herzberg, 1987; McClelland, 1987) and meaning (Frankl, 1991) and orientation to servant leadership (Greenleaf, 2002) and the common good (Leon XIII, 1891). - Promote a culture of talent, effort and personal progress (Pérez López, 2002) to ensure profitability, competitiveness (Sennett, 2006) and, above all, the long-term sustainability of the organization (Jonas, 1995). - Put people at the center of strategic decisions and missions (Cardona & Rey, 2006), which should be oriented to provide value for all stakeholders of the organization (Harrison & Freeman, 1999). To this end, social, economic and environmental functions must be articulated to ensure sustainability (European Commission, 2001). - To base social responsibility on individual responsibility. To discover what the exercise of freedom and personal responsibility implies, to integrate and coexist harmoniously, in an organization in which everyone contributes value in the short and medium term, and aspires to develop the knowledge, skills and attitudes that will allow them to progress professionally and personally (De Dios Alija, 2018). Since the industrial revolution, there have been profound changes in the relationship between people and work, however it has always been necessary to define the positions performed in the company. That is, to establish the responsibilities, functions and tasks that in each job must be performed. The design of each job is a basic source of information for the management of business processes involving human beings. From the study of the evolution of the concept of work and the meaning of the contribution of people in organizations, some conclusions can be drawn that will be useful in making decisions regarding the design of jobs in the company and the interrelationships in the company. Based on this, it will be possible to design the most convenient organizational structure and adequately manage the operational processes related to talent management (Byars & Rue, 1997; Dolan, et al, 2007; Gómez Mejía et al., 2008; Kennedy et al., 2009): - Identification of talent, application of effective criteria for the search of professional profiles, selection, incorporation and integration of new people in the company, loyalty and, if necessary, the policy of disengagement of employees. - Application of salary policies, compensation systems, retribution and recognition and economic control. - Job satisfaction, internal communication and work environment. - Job evaluation. - Performance and performance evaluation. - Professional career design. Development and continuous training of employees. - Change management based on business expansion trends: internationalization, digital transformation and sustainable development.

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.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours