240AR034 - Human Resources Management

Coordinating unit: 240 - ETSEIB - Barcelona School of Industrial Engineering
Teaching unit: 732 - OE - Department of Management
Academic year: 2019
Degree: MASTER'S DEGREE IN AUTOMATIC CONTROL AND ROBOTICS (Syllabus 2012). (Teaching unit Compulsory)
ECTS credits: 3
Teaching languages: English

Teaching staff
Coordinator: Gallardo Gallardo, Eva
Others: Gallardo Gallardo, Eva

Degree competences to which the subject contributes

Basic:
CB8. (ENG) Que els estudiants siguin capaços de d'integrar coneixements i enfrentar-se a la complexitat de formular judicis a partir d'una informació que, essent incompleta o limitada, inclogui reflexions sobre les responsabilitats socials i ètiques vinculades a l'aplicació del seus coneixements i judicis.
CB9. (ENG) Que els estudiants sàpiguen comunicar les seves conclusions i coneixements (i darrers raonaments que els sostentin), a públics especialitzats i no especialitzats de manera clara i sense ambigüitats.
CB10. (ENG) Que els estudiants poseeixin les habilitats d'aprenentatge que els permetin continuar estudiant d'una manera d'una forma que haurà de ser en gran mesura autodirigit o autònònom

Specific:
CEAR15. The student will be able to lead and manage the organization of work and human resources applying criteria of industrial safety, quality management, risk prevention, sustainability, and environmental management
CEAR19. The student will be able to perform, present and defend an original exercise performed individually before a university tribunal, consisting of a comprehensive project of a professional nature which synthesize the skills acquired in the teachings.

Generical:
CGAR2. Ability to lead, plan and monitor multidisciplinary teams.

CGAR6. Ability to perform functions of general management, technical leadership and project management R & D + i in plants, businesses and technology and research related to process control industry and robotics

Transversal:
CT3. TEAMWORK: Being able to work in an interdisciplinary team, whether as a member or as a leader, with the aim of contributing to projects pragmatically and responsibly and making commitments in view of the resources that are available.
CT5. FOREIGN LANGUAGE: Achieving a level of spoken and written proficiency in a foreign language, preferably English, that meets the needs of the profession and the labour market.
CT4. EFFECTIVE USE OF INFORMATION RESOURCES: Managing the acquisition, structuring, analysis and display of data and information in the chosen area of specialisation and critically assessing the results obtained.

Teaching methodology

This course follows a teaching methodology focused on students' active learning. The 2h lesson/week is going to combine theory and practice (participative dynamics, resolution of cases in groups, debates, etc.). Some classes will have associated a pre-class work (usually, some readings or preparation of case studies).
Learning objectives of the subject

At the end of the course students should be able to:

To communicate effectively (both orally and in writing).
Apply active listening in your communications.
Manage time efficiently and effectively
Organize meetings effectively
Distinguishing teamwork from group work
Apply the key concepts of teamwork to improve performance in group work.
Distinguish between 'boss' and 'leader' rigorously.
Formulate an appropriate leadership style for specific situations.
Identify key motivational factors
Use motivational theories to explain possible behaviors in the company

Study load

<table>
<thead>
<tr>
<th>Total learning time: 75h</th>
<th>Hours large group: 18h</th>
<th>24.00%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hours small group: 9h</td>
<td>12.00%</td>
</tr>
<tr>
<td></td>
<td>Self study: 48h</td>
<td>64.00%</td>
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</tbody>
</table>
## Content

<table>
<thead>
<tr>
<th>1. Introduction to the 'Human Resources' course</th>
<th><strong>Learning time:</strong> 6h</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Theory classes: 2h</td>
</tr>
<tr>
<td>This unit outlines the approach of this course.</td>
<td>Self study: 4h</td>
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<tr>
<td>It helps to understand the need to study and</td>
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<tr>
<td>develop 'soft skills' within technical postgrads.</td>
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<td>It justifies the need to focus on the people</td>
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<td>in the current organizations, and the</td>
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<tr>
<td>importance of soft skills.</td>
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<tr>
<td>It also discusses some basic managerial</td>
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<tr>
<td>concepts.</td>
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<tr>
<td><strong>Related activities:</strong></td>
<td></td>
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<tr>
<td>1</td>
<td></td>
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<tr>
<td><strong>Specific objectives:</strong></td>
<td></td>
</tr>
<tr>
<td>1,2</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>2. How to listen and to communicate</th>
<th><strong>Learning time:</strong> 13h 20m</th>
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</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Practical classes: 5h</td>
</tr>
<tr>
<td>This second topic focuses on communication</td>
<td>Self study: 8h 20m</td>
</tr>
<tr>
<td>skills. The concepts of effective</td>
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<tr>
<td>communication, active listening, empathy,</td>
<td></td>
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<tr>
<td>and assertiveness are explained. Possible</td>
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<tr>
<td>barriers in communication processes are</td>
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<tr>
<td>analyzed. The differences between oral and</td>
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<tr>
<td>written communication are discussed.</td>
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<tr>
<td>Possible errors in written communication are</td>
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<tr>
<td>analyzed. In this unit, the gender</td>
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<tr>
<td>perspective is also introduced, making</td>
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<tr>
<td>people reflect on communication stereotypes.</td>
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<tr>
<td><strong>Related activities:</strong></td>
<td></td>
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<tr>
<td>All</td>
<td></td>
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<tr>
<td><strong>Specific objectives:</strong></td>
<td></td>
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<tr>
<td>5</td>
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</tbody>
</table>
3. Effective Time management

**Learning time:** 5h 20m
- Practical classes: 2h
- Self study: 3h 20m

**Description:**
Basic rules for efficient time management are explained. A series of techniques are offered so students can improve this skill. We will explain the concept of delegation and explains how to manage meetings efficiently. Specifically, this unit aims to respond to: How can we be more productive? What is meant by delegation? How can I manage meetings effectively and efficiently? Individual reflection questions: Management effectively my time? Am I a procrastinator? Why? Do I manage meetings in an efficient way?

**Related activities:**
All

**Specific objectives:**
2, 8

4. Understanding groups and teams: How to manage them

**Learning time:** 15h 20m
- Practical classes: 6h 40m
- Self study: 8h 40m

**Description:**
Specifically, it seeks to answer: Why should companies worry about teams? What is the difference between a group and a work team? What are high-performance teams? What profiles are needed in a team? Individual reflection questions: How do I behave in working groups? What role do I take? Is it the same in all of them?

**Related activities:**
3

**Specific objectives:**
3, 5
### 5. Understanding leadership

**Learning time:** 21h 40m  
- Practical classes: 8h 20m  
- Self study: 13h 20m  

**Description:**  
This unit focuses on the leadership process. Specifically, the aim is to respond to: What is meant by leading? What is the difference between boss and leader? What is the source of a leader's power? Does a leader have authority? How is diversity managed? Is female leadership different from male leadership?  

**Related activities:**  
4  

**Specific objectives:**  
4, 5, 7

### 7. Understanding motivation

**Learning time:** 13h 20m  
- Theory classes: 5h  
- Self study: 8h 20m  

**Description:**  
Leadership and motivation are closely related. Good leaders are concerned about creating a good working environment and also about how to motivate their own. This topic addresses the following question: How can you motivate people to give their best every day? Specifically, the aim is to answer: What is meant by motivation? And by job satisfaction? What are the main motivational theories? and, above all, how can they help us? Individual reflection questions: What motivates me?  

**Related activities:**  
5  

**Specific objectives:**  
6, 5
# Planning of activities

| SET OF ACTIVITIES 1 | Hours: 4h  
Theory classes: 4h |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Different dynamics that will help to fix the concepts learned during the first lesson.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>1, 2, 5</td>
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| SET OF ACTIVITIES 2 | Hours: 4h  
Theory classes: 4h |
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<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Different activities, readings and case studies that will help the students to understand the hot topics of people management.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>1, 2, 5</td>
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</table>

| SET OF ACTIVITIES 3 | Hours: 6h  
Theory classes: 6h |
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<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Study cases, lectures and exercices that will help to understand teamwork within the organization. Also, they will help to improve students' teamwork competeny.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.</td>
</tr>
<tr>
<td><strong>Specific objectives:</strong></td>
<td>3, 5</td>
</tr>
</tbody>
</table>

| SET OF ACTIVITIES 4 | Hours: 6h 40m  
Theory classes: 6h 40m |
<table>
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</thead>
<tbody>
<tr>
<td><strong>Description:</strong></td>
<td>Cases and different dynamics that will help to understand the complexity of the leading function. Some managerial skills (such as: leadership, time management, negotiation) are going to be developed.</td>
</tr>
<tr>
<td><strong>Support materials:</strong></td>
<td>The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.</td>
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</tbody>
</table>
### SET OF ACTIVITIES 5

**Description:**
Case studies and dynamics that will help to understand the concept of work motivation and how to develop it.

**Support materials:**
The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.

**Specific objectives:**
5, 6, 7

**Hours:** 4h
- Theory classes: 4h

### TEAM PROJECT

**Description:**
The regulations for this TEAM WORK are going to be explained the first day in class.

**Support materials:**
The guidelines and requirements for this Project are going to be published in ATENEA.

**Specific objectives:**
9, 10

**Hours:** 6h
- Theory classes: 6h

### FINAL EXAMEN

**Description:**
Explicit guidelines about the exam are going to be explained in class.
It is not allowed to bring to the exam any class of lecture notes, books, or any other reference material.

The grade obtained in the re-evaluation exam will replace the grade for the final exam. It is compulsory to take the ordinary exam in order to be able to opt for this second final exam.

**Descriptions of the assignments due and their relation to the assessment:**
The exam document with the solutions proposed by the student.

**Specific objectives:**
All

**Hours:** 2h
- Theory classes: 2h

### PARTIAL ASSESSMENT

**Hours:** 1h
- Theory classes: 1h
Description:
CONTINUOUS ACTIVITY ASSESSMENT. Specific guidelines will be given in class. It is going to be done during the partial exam week at the school.

Qualification system

FINAL GRADE = 0,35*A + 0,20*PE + 0,45*FE

A = Presentation of an academic article in teams
PE = Continuous activity. More information about this is going to be told at class or in ATENEA.
FE = Final exam.

If the student fails the course, the qualification of the "second final exam" (i.e., reassessment) will replace the mark of their final exam. It is compulsory to take the ordinary exam in order to be able to opt for this second final exam.

Regulations for carrying out activities

It is not allowed to bring to the exam any class of lecture notes, books, or any other reference material.
Bibliography

Basic:


Complementary:


