240EO015 - 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 MANAGEMENT ENGINEERING (Syllabus 2012). (Teaching unit Compulsory)
ECTS credits: 4,5  
Teaching languages: Spanish

Teaching staff

Coordinator: Estrella Nieto
Pedro Mondelo
Others: Estrella Nieto

Degree competences to which the subject contributes

Generical:
1. Know and understand the organization of a company and the sciences that define their activity, ability to understand business rules and relationships between planning, industrial and commercial strategies, quality and profit.

Transversal:
2. ENTREPRENEURSHIP AND INNOVATION: Being aware of and understanding how companies are organised and the principles that govern their activity, and being able to understand employment regulations and the relationships between planning, industrial and commercial strategies, quality and profit.
3. 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.
4. 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

Master classes. practical classes and/or Case Study

The practical classes are based on the debates of the case, articles or exercises. During the practice the students will have to carry out a presentation and synthesis of the case, solve the questions set by the Professor, explain and justify the different points of view and refute the opinions of other colleagues

Learning objectives of the subject

The aim of the course is to introduce the student into those management aspects and techniques used in the pioneering companies for an efficient management of its human resources. Besides the methodologies and regular techniques, the course also covers aspects which have not yet been implemented in our country as for example the "emotional intelligence" concept and a foreseeable forward-looking of the Human Resources
### Study load

<table>
<thead>
<tr>
<th></th>
<th>Total learning time: 112h 30m</th>
<th>Hours large group: 20h 15m</th>
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<tr>
<td></td>
<td>Hours small group: 20h 15m</td>
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<td>Self study: 72h</td>
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## 240EO015 - Human Resources Management

<table>
<thead>
<tr>
<th>Content</th>
<th>Learning time: 8h</th>
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<tbody>
<tr>
<td><strong>1. Culture and working atmosphere</strong></td>
<td>Theory classes: 2h</td>
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<td>Practical classes: 2h</td>
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<td>Self study: 4h</td>
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**Description:**
The concept of culture and working atmosphere covers a wide range of nuances which nevertheless suppose an important structural base for the development of the company. The topic considers the different types of culture and environment, its effect on the organization and also the important relation between one and the other.

**Specific objectives:**
Introduce the students into the vocabulary and basic concepts of the culture within a company.

<table>
<thead>
<tr>
<th><strong>2. Analysis and valuation of the working places</strong></th>
<th>Learning time: 8h</th>
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<tr>
<td></td>
<td>Theory classes: 2h</td>
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<td>Self study: 4h</td>
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**Description:**
The valuation of the working places is one of the tools with a stronger tradition in the field of management resources. Its main objective consists on fixing the position of each working place in an organised scale, quantitative or qualitative (normally with the aim of determining the income or part of the corresponding income for the work place); however it also has important implications when preventing or correcting the wage discrimination of people or collectives, for being an objective method which values the position, the conditions, and the workplace regardless of who occupies or pretends to occupy it.

**Related activities:**
Practice

**Specific objectives:**
Know the valuation of the workplaces, the variables which are used and possible strategies.
## 3. Planning of the human resources

**Learning time:** 8h
- Theory classes: 2h
- Practical classes: 3h
- Self study: 3h

**Description:**
The planning and management of the human resources (PRH) is the process of preventing the movement of people of the company, being either outside or inside it. The aim is to use these elements to locate an adequate number of qualified people in the workplace which suits them the most.

Different methodologies are studied in order to carry out a good planning, as well as which ones can be better applied to different organizations.

**Specific objectives:**
Identify the facts affecting the planning and management, and know its process.

## 4. Forecasting, selection and recruitment of the staff

**Learning time:** 8h
- Theory classes: 2h
- Practical classes: 2h
- Self study: 4h

**Description:**
Within the human resources department of a company, one of the most important tasks is the selection of staff. A good management of the staff of a company is decisive when carrying out a good production task and subsequently obtaining an optimization of the benefits.

Therefore, the main premise of the people in charge of the selection process will be THE RIGHT PERSON FOR THE POSITION.

The selection process for the collaborators can be separated into three different phases:
- The first one in chronological order is the recruitment, in which all the candidates to the workplace present its application and let the company know its interest to access. There is also a first election of the candidates.
- The second phase is the selection phase, in which the ideal candidate for the workplace is chosen by different methods and levels.
- The third and last phase of the process is the socialization of the employee. This is a later phase to the final decision about who will be the new post holder, which consists in the new employee perfectly integrating in the company.

**Related activities:**
- Practice

**Specific objectives:**
Know and apply different methods in the prevision function of the human resources of the company, know the recruitment and selection process, the tools and decision making.
## 5. Training in the company, career plans

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**Description:**
One of the basic tools which the company counts in order to develop and optimise its human resources is the training policies at the companies expense.

It is important because the companies move in a more complex and competitive environment every day which forces them to make the most of their resources and the human resources are the ones generating sustainable competitive advantages.

The training policy will be basic to achieve that this human capital does not become obsolete (improvement, renew, create).

The training can be considered as increasing potential of the company by the professional and human development of the individuals who make it up

**Specific objectives:**
- Know the different training methods

## 6. Evaluation of the efficiency at work

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**Description:**
The evaluation of the efficiency at work is necessary and essential for the operation of the organizations, but even then, exist many opposition parties, or at least of apprehension and resistance. These oppositions are of different types:

- Of individual-personal character
- Of institutional character

The people valued will be the employees and sometimes the managers too, while the evaluators are generally the managers, although sometimes this work is commissioned to other experts.

**Related activities:**
- Practice

**Specific objectives:**
- Know and apply different qualitative and quantitative evaluation of the efficiency
7. Motivation and compensatory policies

**Description:**
The motivation is then, the state or condition which drives people to adopt a certain behaviour, with which will achieve its objectives. It is an internal force which drives people to choose and carry out an action between those alternatives which are presented in a certain situation.
There are as many as individuals. This makes that in order to stimulate properly each worker, a deep knowledge of the characterization or general pattern of its behaviour is required. What works for a person does not work for another.
The motivation is together objective and action. Feel motivated means feeling identified with the purpose and, on the other side, demotivated represents the loss of interest and of the meaning of the objective or, what is the same, the impossibility of achieving it.
The job satisfaction, according to most of the researchers of the organisational behaviour, is an attitude and this reflects the feeling of the people regarding to something. For that reason, it is accepted that the job satisfaction is the attitude which the person assumes regarding to the work. If the person is very satisfied, regarding to labour terms adopts positive attitudes in front of work and vice versa.

**Related activities:**
Practice

**Specific objectives:**
Know the different motivation activities

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8. Internal communication

**Description:**
This topic has as objective to help the knowledge of the general overview about the internal communication of the organizations. Currently, in the competitive business world, the internal communication is taken as an extremely important factor for a good operation of the organizations.
However, a generalised contrary opinion is maintained from those who do not know the subject, which state that communication in general and internal communication in particular, is not a very important topic within a company, a superficial and trivial matter, which must really mean a highly relevant factor in the organization process of the company and take part in one of the main pillars of the company.
A good internal communication improves the efficiency of the company, as a good structure of the communication of the company implies a motivation of the collaborators, and consequently a higher productivity.

**Related activities:**
Practice

**Specific objectives:**
Know to design, structure and implement the communication system in a company
9. Management styles

Description:
Traditionally, the idea that the executive committee or managers are people who’s only task is to lead has been maintained. As they are people who take important decisions in a company, it is supposed that they are always people who have developed a quick and clever great strategic thinking, and who are able to take into account all and each one of the organization aspects which lead to make decisions which will be determinant in the short, middle and long-term.

If most of this is true, as the executives are the one making decisions which will affect great quantities of money and of human resources, it is also true that the highest executives of the companies must often take care of the insignificant aspects and occupy their time both in important meetings and Board of Directors as in small basic tasks.

Different schools have studied this in detail and have tried to reach to a conclusion.

Related activities:
Practice

Specific objectives:
Know and identify the different management styles and its application in the organization.

Learning time: 8h
Theory classes: 2h
Practical classes: 4h
Self study: 2h
10. The director of the human resources

Description:
The expression "Human resource" was born when starting to be used by the literature by Peter Drucker. He defines it as: "The human resource is comparable to all the other resources of the company, but the human being has specific qualities which the managers must take into account: the ability to coordinate, synthesize, judge and imagine".
The key of success is due to the statement that the most important asset of a company is the people. The innovation in motivation and management of this asset take place without interruption. In some ways, we can say that we live in the golden age of the human resources. Never before we have spoken so much about leadership, learning, training, compensation, communication, creation of value by the people or just humanity within a company. We had to be in the age of the technology and telecommunications to put into place the non-transferable importance of the human being.
The aim of the of the Human Resources manager is to create a culture of high efficiency. Its function is to occupy a strategic position within the structure of the organizations. Its main objectives are:

- Cover the need of staff quickly
- Manage the payment
- Design integrating systems of Human resources policies which allow to meet the targets

Related activities:
Practice

Specific objectives:
Identify the role of the managers of the human resources

11. The emotional intelligence

Description:
Why some people do better in life than others?

Why some people, with a high intellectual coefficient and who stand out in their profession, cannot apply this intelligence in their private life, which is drifting or towards failure?

Related activities:
Practice

Specific objectives:
Know and apply the different emotional attitudes of the individuals
12. Evaluation of the efficiency at work

**Learning time:** 8h
- Theory classes: 2h
- Practical classes: 4h
- Self study: 2h

**Description:**
The evaluation of the efficiency at work is necessary and essential for the operation of the organizations, but even then exist different opposition factors, or at least of apprehension and resistance factors. This oppositions are of different types:

- Of personal-individual character
- Institutional character

The people who are valued will be the employees and sometimes also the employers, while the evaluators will generally be the employers, although sometimes this task will be carried out by other experts.

**Related activities:**
- Practice

**Specific objectives:**
- Know and apply different evaluation methods of the efficiency (qualitative and quantitative)

Planning of activities

**INDIVIDUAL AND TEAM WORK TO BE CARRIED OUT IN AND OUT OF THE CLASS**

Qualification system

The evaluation is carried out by different procedures:
- A 2 hour final examination, consisting on different theory-practice exercises (55%);
- The marks of the practices, in which the student must demonstrate its skills and knowledge of the course (30%);
- Besides, the attendance and participation in the class will be valued both in the theory and in the practical sessions (15%).

Regulations for carrying out activities

In the final exam, no documentation can be checked (notes, books...
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Bibliography

Basic:


