

Syllabus “Human Resources”**2013/2014**

Code: 102342

ECTS: 6

| Degree | Plan | Type | Year | Semester |
|-------------|---|------|------|----------|
| EHEA Degree | Business Administration and Management (English) - Bellaterra | FB | 1 | 2 |

Contacts

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Language

English

Prerequisites

In order to be able to successfully follow and complete the course, it is recommended that the student has passed the following subjects: Business Economics I.

Objectives

Over last few decades as economy has become more oriented toward knowledge-based work and dominated by the service sector, organizations have recognized that people are their major source of competitive advantage and their key resource. As a result, human resource management (HRM) has taken on a more strategic role in organizations. Decisions made about whom to hire, what training to give them, how to reward them, and so on have become increasingly important. More and more these decisions are made not only by the HR department and managers but also by individual employees and team members. Thus the main goal of this course is to enable students as future employees and future managers to understand their responsibilities regarding HRM.

The specific objectives of the course are to help students to:

- Become familiar with main ideas and concepts of HRM
- Comprehend organizational communication and information processing mechanisms
- Analyze key elements of recruitment and selection processes
- Understand training and career development objectives and processes
- Define elements of successful job design
- Understand main problems and instruments in performance evaluation, compensation, incentive, and benefits systems
- Analyze issues related to employee exit and retention, and organizational downsizing
- Become familiar with main labor relations issues

Competences

- To delegate and to provide incentives to ensure optimized organizational value creation.
- To identify conditions leading to delegation.
- To identify main incentive mechanisms used in firms.
- To respect diversity in ideas, people and circumstances.
- To communicate orally and in writing in English.
- To select and generate information necessary to analyze diverse problems.
- To organize work and apply good time and project management practices.
- To show leadership and autonomy.

- To be able to actively work in teams and discuss and validate own and other people's ideas.

Learning outcomes

1. Capacity to communicate in English, orally and in writing, when synthesizing and presenting the work done.
2. Capability to identify the main incentive mechanisms used in business.
3. Ability to identify conditions that favor delegation of decisions.
4. Experience in organizing the work using good time management, project management and planning practices.
5. Aptitude to respect diversity and plurality of ideas, people, and situations.
6. Expertise in selecting and generating information needed for analysis of problems and in making decisions based on this information.
7. Experience in teamwork and in defending own proposals and validation or rejection of reasoned arguments of others.

Content

1. Strategic management of human resources
2. Organizations and job design
3. Recruitment and selection
4. Training and career development
5. Performance appraisal
6. Compensation
7. Organizational exit management and labor relations

Teaching Methodology

To achieve the objectives of this course the following teaching methods will be used:

1. Lectures with the use of ICT: In these sessions the professor will develop the main fundamental ideas and concepts of the topic and provide illustrative examples from the business world, where applicable.
2. Workshops focusing on exercises and case studies to better understand various theoretical concepts studied in the lectures.
3. Various support activities to familiarize students with the real-life business world - during the course students will perform research and read newspaper and journal articles related to the topics covered in the course.
4. Completion, delivery, and presentation of activities and / or practical projects developed by students working in groups.
5. Tutorial attendance: Professors will have scheduled office hours during which students may obtain help in resolving questions they encounter during the study of class material.

Learning activities

| Type | Hours | ECTS | Learning outcome |
|--|-------|------|---------------------------------------|
| Type: Directed | | | |
| Practice classes | 15 | 0.6 | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 |
| Theory classes | 30 | 1.2 | 1, 2, 5, 6, 7 |
| Type: Supervised | | | |
| Tutorials and monitoring | 7.5 | 0.3 | 1, 2, 5, 6, 7 |
| Type: Autonomous | | | |
| Studying of the class material and preparation and solution of exercises | 90 | 3.6 | 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 |

Assessment criteria

The final course grade will consist of the weighted average of three grades – participation, mid-term exam, and final exam. Each of the three evaluation elements will be graded on the scale from 0 to 10, 10 being the highest grade. The final grade will be calculated using the following formula:

FINAL GRADE = 20% (midterm exam) + 30% (participation) + 50% (final exam)

1. **Participation.** Students are required to be present during the classes and to complete all individual and group assignments during the semester. Participation mark represents 30% of the final course grade.
2. **Mid-term exam.** The mid-term exam will take place on **Thursday, April 24, 2014 between 9 a.m. and 10 a.m.** The mid-term exam will cover the class material covered up to that point and will be offered only once. As there is no minimum grade requirement for the mid-term exam, a student can miss the mid-term exam and still “pass” the course. However, when a student misses the mid-term exam the mid-term exam grade will be zero and no compensation work will be assigned, even if the student had a valid reason for missing the exam. The grade of the mid-term exam represents 20% of the final grade.

In order to be allowed to take the final exam, the student must obtain a continuous evaluation grade (average of the mid-term exam grade and the participation grade) that is equal to or greater than 4. Furthermore, the student must obtain the group project grade (a part of the participation grade) that is equal to or greater than 4. If the continuous evaluation grade or/and the group project grade is less than 4, the lower of continuous evaluation grade or the group project grade becomes the final course grade and the student will not be allowed to take the final exam. The student will have to repeat the course.

3. **Final exam.** The final exam will take place on **Monday, June 16, 2014 between 9 a.m. and 12 a.m.** Students must verify the exact date, time, and location in the faculty examination schedule. Final exam evaluates students based on the total material covered in the class. The grade of the final exam represents 50% of the final course grade. To pass the course, it is necessary to obtain final exam grade greater or equal to 4. The final exam will be offered only once and no compensation work will be assigned.

After the exam, each professor will publish the final exam and final course grades, and date, time and place of review of the examination.

Only students who obtain the final course grade equal to or greater than 4 and less than 5 will be provided with a re-evaluation opportunity. Professors will decide about the type of re-evaluation. The re-evaluation will take place on **Tuesday, July 01, 2014 between 9 a.m. and 11 a.m.** Students must verify the exact date, time, and place for the re-evaluation in the faculty examination schedule. There will be only two possible re-evaluation grades: “Pass” (“Apte”) or “Fail” (“No-apte”). Students that obtain “Pass” re-evaluation grade will pass the course with the final grade of 5. Students that obtain “Fail” (No-apte) re-evaluation grade will fail the course with the final course grade obtained during the regular evaluation.

Student can obtain “Not Present” (“No Presentat”) grade only when they have not participated in any of the evaluation activities. Therefore, students who perform even one evaluation component cannot obtain “Not Present” (“No Presentat”) grade.

Assessment activities

| Type | Weight | Hours | ECTS | Learning outcome |
|---------------|--------|-------|------|---------------------|
| Final exam | 50% | 3 | 0,12 | 1, 2, 3 |
| Mid-term exam | 20% | 2 | 0,08 | 1, 2, 3 |
| Participation | 30% | 2,5 | 0,1 | 1, 2, 3, 4, 5, 6, 7 |

Bibliography

GÓMEZ-MEJÍA, L. R.; BALKIN, D. B., CARDY, R. L.: **“Managing Human Resources” (7th Ed.)**. Prentice Hall. 2012.

BARON, J.; KREPS, D.: **“Strategic Human Resources”**. John Wiley & Sons. 1999.

LAZEAR, D.: **“Personnel Economics for Managers”**. John Wiley & Sons. 1997.

MILKOVICH, G. T.; NEWMAN, J. M.: **“Compensation”**. McGraw-Hill. 2010.