



HUMAN RESOURCES´MANAGEMENT

SECOND TERM- ACADEMIC YEAR 2010-2011

SCHEDULES

Group 1

Monday, 20.00h-21.30h

Wednesday, 20.00h-21.30h

Thursday, 18.30h-19.45h

Group 2

Monday, 18.25h-19.55h

Tuesday, 20.00h-21.30h

Thursday, 16.55h-18.25h

Introduction

The purpose of this course is to present a holistic view of Human Resources. We will analyze the HR function from two perspectives:

1. Integration between HR and Company strategy
2. Which are the HR policies and practices and how do they support company strategy.

We see Human Resources as a strategic tool basic for the success of every company.

During the 30 sessions of the course, theory and practice will be applied in order to show the main aspects of each policy and how they are applied. Exercises, cases discussions, readings and workshops will be delivered in order to facilitate the understanding of the HR function.

The course has been designed taking an international perspective as most of you will work for multinational companies or in other countries. Local Spanish practices are not the main focus of this subject (although we may discuss about them too).

Course objectives

After the course the participants will be able to:

1. Understand the role of the HR function within the firm and the integration with company strategy.
2. See how HR can be a key partner in every business decision.
3. Know the key principles of each policy:
 - Recruiting and hiring
 - HR Administration (Contracts, Benefits)
 - Compensation
 - Training and Development
 - Performance Management
 - Labor relations

TOPICS

Module I: (Sessions 1-6)

Managing the internal and external environments

- **Strategic Human Resource Management**
- **Global Issues in Human Resource Management**
- **The analysis and design of work**

Session 1: Course overview. Ground rules. Introduction to the HR function (HR Orgchart)

Session 2: Human Resources and Strategy.

Session 3: Human Resources and Strategy (II).

Session 4: Global aspects in Human Resources : cross cultural management

Session 5: The "motivation" factor (Group discussion).

Session 6: Case discussion: *The Road To Hell*.

Module II: (Sessions 7-13)

Acquisition and preparation of Human Resources:

- **HR planning and recruitment**
- **Selection and Placement**

Session 7: Job Design

Session 8: Job Design II. Exercise "How to prepare a job description: aspects to consider"

Session 9: Planning your staffing needs: "How can you know how many people you will need to hire?"

Session 10: Planning your staffing needs: "Selection methods, Which is the most reliable method and why?"

Session 11: Preparing for recruiting:

Exercise 1.: Designing a recruiting campaign

Exercise 2.: Developing interview questions.

Session 12: Competency management

Session 13: Guest speaker: *How to prepare an interview* (to be confirmed)

Module III: (Sessions 14-19)

Compensation of Human Resources

- **Pay structure decisions**
- **Recognizing employee contributions with pay**
- **Employee benefits**

Session 14: Compensation and Benefits: *How the salary is defined.*

Session 15: Exercise: how to prepare a job offer

Exercise: How to design a reward and recognition plan

Session 16: Case discussion: *"When salaries aren't secret".*

(Session 16: Due date to send the report on the book "Eiger Dreams: Ventures among men and mountain", by Jon Krakauer)

Session 17: Guest speaker. *Compensation practices in Spain versus multinational companies.* (To be confirmed)

Session 18: Class discussion on salary increase: salary increase based on collective bargaining agreement versus performance-results 'salary increase.

Module IV (Sessions 19-22)

Development and assessment of HRM

- **Employee development**
- **Employee retention**
- **Performance management**

Session 19: Development: theoretical session on development policies (internal rotation, communication, Management by objectives, Management by mission, performance management) Difference between training and development.

Session 20: Case discussion: *"When your star performance cannot manage".*

Session 21: Key aspects to consider when preparing a succession plan, top performers' development plan, skill sets and development plan. (Practical session).

Session 22: Performance management (lecture)

Performance management: role-play.

Module V (Sessions 23-25)

Team presentations on the team project

Module VI: (Sessions 26-29)

Special topics in Human Resources

- **Labor Relations**
- **Managing Human resources globally**
- **Strategically Managing the HRM function**

Session 26: Unions and Workers' Council

Session 27: Case discussion: *"Does this company need a Union?"*

Session 28: Human Resources' Management overview

Session 29: Case discussion. *"This HR doesn't have any respect".*

Session 30: Closure and Q& A session.

Bibliography:

I will use and recommend the following book:

Human Resource Management, Gaining a Competitive Advantage.

Authors: Raymond.A Noe, John R.,Hollenbeck, Barry. Gerhart and Patrick. M. Wright.
Ed. Mc Graw-Hill, Irwin. 2008. 6ed.

For the report to be prepared individually by the end of January you need to read a chapter of the book *Eiger Dreams: Ventures among men and mountain,*

Author: Jon Krakauer, Kindle Edition, last ed. 2010

(This book can be found in Spanish too: "*Suelos del Eiger. Aventuras entre los hombres y las montañas*", Plaza Edición, Barcelona, 1ª ed. 2001).

There will be a readings package with articles, cases and books chapters to be discussed in class.

GRADING POLICY:

Regular terms' evaluation:

The course has a theoretical and practical approach, so the score will be based on both areas.

Attendants have to participate during the class and will have to prepare a team project to be presented at the end of the course plus an individual report on a chapter of the book above mentioned by the end of January.

The course's final grade will be based on four parameters:

- 1. Class participation, (25%) (Discussion of business cases, articles and exercises during the class: 2,5 points out of 10 which is the maximum grade).**

Active attendance and participation is required. Not participating will imply losing 2,5 points from the total grade.

In order to qualify for Class participation, it is required a minimum of 80 per cent of attendance as well as Active participation. Simple attendance without Active participation will imply losing 2,5 points from the total grade.

Class participation implies the following:

Case discussion: The teacher will provide business cases which will be an illustration of a real business situation. Cases will be discussed during the class.

Articles: the participants will provide articles from magazines and business reviews to be presented and discussed in the class by them.

Exercises: the participants will prepare the exercise during the class, and they will volunteer to share and present their results to the others.

In order to assure a fair tracking of each individuals' participation, the teacher will take note at the end of each class of the names of the students who have actively participated during the class. *Quality of comments is more important than quantity.* In addition to that, other three parameters will be considered to get the final grade: individual report, team project and written exam.

- 2. Individual report: 10% (1 point out of 10, which is the maximum grade)**

Individual report: each of you will have to read a chapter of the book "Eiger dreams" . A written report of this chapter analyzing the leadership style and the key learnings to be applied to any human organization will be presented by the end of January. The report will have two pages maximum.

- 3. Team project, 15%. (1,5 points out of 10, which is the maximum grade)**

Team project: The purpose of the team project is *to design the Human Resources department of an organization.*

It can be multinational, local, new venture, a divestiture from a big company...it can be a manufacturing company, or a company operating in the fashion sector, automotive, internet...whatever you prefer.

You as a team are the experts in HR who will propose to the CEO how the Human Resources department has to be designed in order to play a key role in the success of your company. (That means: which kind of HR department you need to contribute to company results and employee engagement). As an example, some topics to be covered in the team project are the following ones:

How many people does your HR department will need? Which will be the integration between HR department and the top management? According to the profile (business, revenues, product, and size...etc) which will be the main characteristics of each HR policy: staffing, compensation, labor relations, development, training, HR administration? Are you considering outsourcing of some HR functions? Will you promote internal hiring? Are you considering involving third parties in the hiring process? How are you going to decide which salaries are the right ones?

Each team will have 5 to 6 people maximum. Team distribution has to be sent to my attention by email: estibalitz.ortiz@prof.esci.es by *February 10th* the latest. Each team will have to make a presentation of 15 minutes maximum to the class mates at the end of the term. The most important aspect is the content and how to present it; (the amount of slides prepared is not a criterion to decide the quality of the work done).

3. Final exam: 50%. (5 points out of 10, which is the maximum grade)

Written exam will be done at the end of the course, on the week of *March 21st*. (The exact day will be confirmed beginning of March). **Getting 2, 5 point over 5 in the written exam is not equal to passing the whole subject.** The weight of the exam is **5 points maximum over 10.**

The final grade is composed by a sum of the four areas: class participation, team project, individual report and written exam.

September's evaluation:

In case of not succeeding during the quarter, then pupils will have to pass the theoretical exam in September. In case the student has passed during the term both the team project and individual report, then the grade will be kept. Final exam's maximum weight will be 75% (7,5 points of the total grade).

In case the student hasn't passed neither the team project nor the individual report during the term (Jan- March 2011), then he/she will have to do them again plus the written exam.