

Course Plan

1. Subject description

- **Subject name: HUMAN RESOURCES I**
- **Academic year: 2011-2012** **Year in the programme: second**
Term: first
- **Degree / Study: BACHELOR'S DEGREE IN BUSINESS SCIENCES -**
MANAGEMENT
- **Subject code: 21851**
- **Number of ECTS credits: 5**
- **Hours of student's dedication: 125**
- **Language of instruction: Spanish**
- **Lecturers: Josep Geli, M^a Lluïsa Gambús**

2. Presentation of the subject

The subject is an introduction to strategic management of human resources in the company.

The course provides a comprehensive framework setting out and analyzing the foundations of the work of personnel as a component in the organizational structure, the company's human resources policy and its management systems.

The tasks of the human resources department and its improved involvement and relationship in the business organisation chart will be identified. The training and competences that an effective human resources manager must have will also be covered.

The instruments for the professional development of human resources will be covered, highlighting the role that may be played by a human resources department in achieving business objectives.

The subject will cover job analysis and evaluation in detail, associating these tools with the company's remuneration policy. Students will thereby find out about the factors influencing the formulation of remuneration policies and structures, and be able to take decisions on remuneration and determine whether a remuneration policy is suitable.

Finally, the subject looks in depth at the salary slip from the legal and practical points of view.

The main objective is for students to achieve a level of command and understanding of the discipline that enables them to apply theoretical models to real business situations.

Students should read the assigned readings in advance, prepare the cases and exercises and participate in class discussions. Seeking additional search information and the application of what has been learned to specific cases will be an advantage.

3. Competences to be attained

General competences:

- Understanding and interpreting academic written texts in a relevant and reasoned manner.
- The ability to use consistent arguments to justify one's own positions, and to defend them publicly.
- The ability to communicate appropriately orally and in writing in either of the two official languages of Catalonia, i.e. Catalan and Spanish, with specialist and nonspecialist audiences.
- The ability to work as part of a team, participating actively in tasks and negotiating with diverging opinions until consensus is reached.
- A proactive attitude to discovering the unknown, seeking alternative information by traditional and telematic means.
- Using the right information in formulating proposals and problem-solving.
- The ability to apply the knowledge acquired and adapt it to new situations flexibly and creatively.
- The ability to identify the key factors in a problem, demonstrating a multidisciplinary vision in their treatment and solution.
- Development of the ability to reason independently with critical detachment in controversial subjects or issues.
- Acceptance of the diversity of points of view as an essential and inseparable ingredient in academic life in contemporary society, and the ability to give one's own opinions based on respect for differing opinions.
- Demonstration of a sufficient level of knowledge for professional work.
- Consolidated habits of self-discipline, high standards and thoroughness in academic work, organization and its appropriate scheduling.

Specific competences:

- Respect for moral and ethical principles and legal and social responsibility arising from their actions and the institution.
- Knowledge of strategic human resource policy within the framework of the company's general policy.
- The ability to identify the economic, organizational and human consequences of human resources management in an organization.
- Development of assertive communication in the analysis and presentation of points for improvement in human resources policies by means of case studies.
- Design and coordination of administration and implementation processes as part of effective personnel management.
- Practical knowledge of job analysis and evaluation.
- Acquiring of the foundations for the design and interpretation of a fair, competitive and motivating remuneration policy.
- Knowledge of the main items and concepts in the legal payslip.

4. Contents

Topic 1. The human factor in the company. The company as a system of interactions. Human motivations and basic organizational behaviour models.

Topic 2. The company as an organization: design of the organizational structure. Organizational structure and personnel structure. Business strategies and business policies.

Topic 3. The function of human resources in the company: factors in the work of human resources. Development from personnel work to human resources work. Organization of the human resources department. Information systems and communication systems in staff management.

Topic 4. Strategic planning of human resources: staff needs, promotion, selection, training and economic costs.

Topic 5. Operating system and remunerations system in organizations. Operating system design. Job analysis and description. Job profile.

Topic 6. Job evaluation. Evaluation criteria. Categories and factors. Job evaluation and company policy. Job evaluation and wage structure. Job evaluation methods.

Topic 7. Wage policy definition: general aspects. The salary and its composition: legal, organizational and strategic aspects. Types of remuneration.

Topic 8. The salary structure of the company. Job evaluation and wage structure. Wage levels, salary amplitude and overlapping. Trend in the salary structure. Wage spread. Promotion and salary increase.

Topic 9. Variable remuneration systems. Work at a defined price, premiums and other incentives. Management by objectives. Other types of remuneration.

Topic 10. The salary slip. Items on the salary slip. Calculation of the main concepts. Information system for producing the salary slip.

5. Assessment

The subject is based on the principle of continuing assessment of students, in which the acquisition of knowledge and skills is an important factor. To that end, participation in classes and seminars, and individual analyses of exercises and cases account for 30% of the total mark, while the final examination accounts for 70%.

Both marks (for the examination and class participation) must be at least a pass to pass the subject.

If the subject is failed, the participation grade is carried forward to the September resit examination, so that the September examination also accounts for 70% of the mark in this sitting.

6. Bibliography and teaching resources

- Basic bibliography:

- ALBERT, L; MICHAUD, Y; PIOTTE, R. *La Dirección La Dirección de Personal*. Herder, 1991.
- BEER; SPECTOR; LAWRENCE; MILLS; WALTON. *Gestión de los Recursos Humanos. perspectiva de un director general*. Ministerio de Trabajo y Seguridad Social, 1987.
- DOLAN, RANDALL, VALLE. *La Gestión La Gestión de los Recursos Humanos*. McGrawHill, 1999.
- GÓMEZ-MEJÍA, BALKIN CARDY. *Gestión de Recursos Humanos*. Prentice Hall, 1997.
- MARTINEZ DESCHAMPS, G. *Puestos, personas y política salarial*. Gestión y Planificación Integral, S.A., 1997.
- MÍNGUEZ VELA, ANDRES; *Dirección Práctica de Recursos Humanos*. ESIC, 2000.
- PEREDA MARIN, S; BERROCAL, F; *Valoración de Puestos de Trabajo*. Eudema. 1993.
- PEÑA BAZTAN, M. *Dirección de Personal. Organización y técnicas*. Hispano Europea, 1993.
- WEINERT. *Manual de psicología de la Organización*. Herder, 1985.

- Teaching resources:

The additional materials will be available in a reprographed dossier.

7. Methodology

The subject's methodology is based on the following principles:

- Student autonomy.
- The lecturer's role.
- Systematic and continuous work.

Specifically, students are expected (assumed) to:

1. Read and reflect on the reading material before the classes.
2. Formulate their doubts and questions, and mention them to lecturers before and/or during classes and seminars.
3. Attend all the classes.
4. Answer lecturers' questions during classes and seminars.
5. Hand in all the case studies and exercises assigned before the classes in which they are to be discussed.

Meanwhile, lecturers will:

1. Present the main points of each subject in class and resolve doubts and queries.

2. Assess the level of understanding and knowledge of the material, asking several students at random in each class or seminar about the reading.
3. Illustrate the application of the theoretical material with an analysis of exercises and cases.

8. Activities planning

<i>Week</i>	<i>Classroom activity group / type of activity</i>	<i>Extra-classroom activity group / type of activity</i>
Week 1	Session 1 - Topic 1 Session 2 - Topic 1	
Week 2	Session 1 - Topic 2 Session 2 - Topic 3	
Week 3	Session 1 - Topic 3 Session 2 - Topic 4	
Week 4	Session 1 - Topic 4 Session 2 - Topic 5	
Week 5	Session 1 - Topic 6 Practical session 1 - Topic 1-3 (The Charter, motivation debate, reengineering of the function of HR)	
Week 6	Session 1 - Topic 6 Session 2 - Topic 7 Practical session 2 - Topic 4/Strategic HR planning	
Week 7	Session 1 - Topic 7	
Week 8	Session 1 - Topic 8 Session 2 - Topics 8-9 Practical session 3 - Topic 8/Salary scale analysis	
Week 9	Session 1 - Topic 9 Practical session 4 - Topic 9/Variable remuneration	
Week 10	Session 1 - Topic 10 Practical session 5 - Topic 10 - Payroll	