

Human Resources II (21861, Group 3/ 21222 Group 1)

Academic year 2012-13

Trimester: 2

Language: English

Credits: 5

Sessions:

Theory Sessions: Mondays and Tuesdays from 11:00 to 12:30
(Both days in Room 40.148)

Seminar Sessions: Fridays

101/301: 9:00 - 10:30

102/302: 10:30-12:00

103/303: 13:00- 14:30

(All groups in room 13.002)

Seminar dates: 01/02 – 08/02 – 15/02 – 22/02 – 01/03 – 08/03

Professors

Inga J. Hoever, PhD (Theory sessions)

Department of Economics and Business,

Universitat Pompeu Fabra

Office: Jaume I, 20.1E76

E: inga.hoever@upf.edu

T: +34 93 542 19 26

W: <http://www.econ.upf.edu/en/people/onefaculty.php?id=p6047>

Office hours: Tuesdays 15:30-16:30.

Esen Kiliç (Seminar Session 101/301)

Department of Economics and Business,

Universitat Pompeu Fabra

E: esen.kilic@upf.edu

Müge Tekin (Seminar Sessions 102/302 and 103/303)

Department of Economics and Business,

Universitat Pompeu Fabra

E: muge.tekin@upf.edu

Contacting us

If you have questions about the course or the course material, please come to the office hours. We are looking forward to getting to know you better during the quarter and appreciate any comments you might have on the course. We value face-to-face contacts with students, and therefore will not respond to questions about the course via email. If you do have questions and comments that are of more general interest, you can also make use of the online discussion board on Aula Global. We will check this regularly and respond to questions as soon as possible.

1. Course description

This course offers a psychological perspective on common issues in Human Resource and Personnel Management. In many industries and settings, the personnel or the human resources an organization can count on is considered one of the most vital factors shaping its success or failure. Thus, decisions that involve the selection of employees, their training and job assignments, and in some cases a separation of employees have important consequences. These consequences do not only involve financial gains or losses and have legal implications but also affect individuals and their motivation and ability to form a productive and satisfied member of the organization. Effectively managing and leveraging a company's human resources thus requires an appreciation of how Human Resource decisions are shaped by and shape individuals' motivation, well-being, productivity, and sense of identification with the organization they work for.

2. Competences

General

- Understanding and correctly interpreting academic writings.
- Being able to justify and defend your position using coherent arguments.
- Developing reasoning and critical thinking abilities in order to analyze controversial issues.
- Accepting the diversity of opinions as a fundamental ingredient of academic life and as an essential component of contemporary society. Being able to form your own opinion while respecting the diverging opinions from others.
- Reinforcing your habits of self-discipline, self-control and rigor in completing academic work and in managing your time schedule.
- Having a proactive attitude toward learning about the topics you do not know and toward the learning process and/or professional activity more generally.
- Being able to make creative use of the knowledge and concepts learnt in the course. Being able to adapt those to novel and original situations.

- Being able to demonstrate a level of knowledge that is sufficient for professional action.
- Being able to select and use the appropriate information to formulate adequate solutions to problems.

Specific

- Develop strategies for managing human resources in organizations.
- Apply techniques of human resource management to different situations and cases

3. Content

Topic 1: Psychological Foundations of Human Behavior in Organizations

Topic 2: Human Resource Challenges and Human Resource Planning

Topic 3: Job Analysis and Job Description

Topic 4: Recruitment and Selection

Topic 5: Compensation and Motivation

Topic 6: Managing Performance

Topic 7: Training and Development

Topic 8: Employee Separation

Topic 9: Diversity Management

Topic 10: International Human Resource Management

4. Evaluation

4.1 Evaluation components

The grades will be based on the following components:

1. Class preparation and participation (25 %)
 - a. Individual participation during sessions
 - b. Reading questions
2. Group project (25%)
3. Final exam 50 %

The overall grade for the course is the weighted average of the grade obtained for the components. If this overall average is below 5, the student will fail the course. If this overall average is above 5, the students will pass the course.

Participation. In order for you to benefit from this course and have a good learning experience, it is essential that you come prepared to class and that you actively participate in class discussions. The participation part of the grade is designed to capture these two key components and give you an opportunity to continuously work on your grade.

For many sessions there will be reading assignments which serve as the basis for discussion and interaction in the classroom. Whenever there is a reading assignment, there will be preparation questions that you are expected to answer with your work group in writing before the class and that you have to hand in (upload to Aula Global) prior to the session. In some cases a reading assignment covers multiple sessions, in which case the assignment is due prior to the first session on the block of topics. During the sessions, there will be discussions based on these readings. To make these interesting and instructive, it is important that all students participate in these discussions and offer their thoughts.

Based on these two criteria, a participation grade is awarded. A high participation grade is given to students who come prepared to class, hand in the answers to the preparation questions, positively contribute to the discussion, and are engaged with the course material. A low participation grade is given to those who do not or rarely participate to the course discussions, frequently come unprepared, and are not engaged in the class activities. So as to be able to track your participation, I ask that you use a name tag in all sessions (both theory and seminar sessions). Furthermore, it means that in order to receive a sufficient participation grade, attending all sessions (theory and seminars) is a necessary (although not sufficient) condition.

Group project. For each seminar group, students will be divided in smaller workgroups of five or six students. For the group project, these workgroups have to analyze one of the five cases that will be covered in the seminar sessions. The group that analyzes the case that is discussed in a respective seminar session will give a short presentation of the case. And in the last seminar session, all groups are required to hand in a written analysis of the case they presented. Assignment to groups and cases will be done at the beginning of the course. Details on the presentation and the group report will be shared in the syllabus and in the course when the assignment to groups is made.

Final exam. The final exam will be based on multiple choice questions. The final exam will cover the content of the lectures, seminars, and the obligatory assigned readings.

Submitting assignments. In order to minimize both logistical challenges and the amount of paper printed and used, all assignments will have to be submitted through Aula Global. This includes:

- The reading questions: These are answered jointly by your study group and there should be one written copy per group.
- The group project

For all these assignments, a link will be provided on Aula Global. All assignments should be submitted as pdf documents and the title of the document needs to mention your group number and the session number (for the reading assignments) or that it is the report for the group project (for the final group project). For all assignments, there is a deadline and uploading documents after the deadline will not be possible. In this case,

assignments will receive a grade of 0. Assignments that are emailed, handed in after class, or submitted in ways other than the Aula Global link within the given time frame will not be accepted.

All assignments need to be original and unpublished. Assignments will be checked for plagiarism, which if detected will result in a grade of 0 on the assignment and will be reported to the Dean's office.

4.2 Recovering a failing grade

Under some conditions, students who failed the course will be authorized to take an additional evaluation. The additional evaluation will be a written exam taken during the third trimester of the academic year.

Only students that have participated in the course and the evaluations activities will be authorized to take the additional evaluation, as stated in the following article of the Agreement of the Government Council (Article 11.4.2)

“Podran concórrer al procés de recuperació tots els estudiants que, havent participat a les activitats d'aprenentatge i avaluació durant el trimestre, hagin obtingut la qualificació de suspens de l'assignatura corresponent en l'avaluació trimestral. No hi podran concórrer els que no hagin participat en les activitats d'aprenentatge i avaluació o hagin renunciat a l'avaluació.”

It is understood that students have participated in the learning activities and continuous assessment during the term when they have attended class and have completed the exercises and other classroom activities. We understand that students have attended the final examination when they hand it out.

More concretely: to be **eligible** to take the recovery evaluation, students must meet ALL of the following conditions:

- the student has attended more than 66% of the seminars (i.e. at least 4 seminars out of 6).
- the student has completed the group project
- the student has taken the April exam

Since, as it is stated in the above mentioned article, only those students who have failed the whole subject may participate in the process of recuperation, there will be no opportunity to participate for improving the grade if initially it is equal to or higher than 5.0.

Provided that a student is eligible to take the recovery examination, the grade obtained **at the additional examination will be the final grade for the course**, whatever the initial grades for the different activities of the course. This implies that no component of the initial grade will be kept – in other words, all the activities of the

course can be recovered, provided that the student is eligible to take the recovery examination.

For students who will participate in exchange programs recognized by the Faculty in the 3rd trimester and therefore cannot attend the additional examination, special arrangement will be made between the instructor and the student. Students that fall in this category should let the instructor know within 7 days of their grade being posted on Campus Global. Failure to do so implies that no extra arrangement will be made.

5. Bibliography and material

5.1. Recommended bibliography

Gomez-Mejía, L., D. Balkin; and R. Cardy, Managing Human Resources (Sixth Edition), Pearson, 2010.

This book provides the backbone for the course. A lot of the important topics are chapters in this textbook. And for some of the topics, the obligatory reading will be the corresponding chapter of the book. For some sessions, other readings will be assigned. Please consult the list of obligatory readings and additional resources for a complete overview of which readings are obligatory for which session. Additional references are provided for students who are interested in reading about the topics covered in class. Several copies of the book are available in the library for consultation.

5.2. Additional materials and readings

For most topics, there will be a compulsory reading which either summarizes some of the key points of a given section or illustrates some of the basic concepts covered in the sections in a practical example. These readings will be assigned at least one week prior to the section in question and will be made available through Aula Global (whenever possible). Please note that some of the readings may be a little challenging. Accordingly, I advise you to plan enough time to read them and not wait until the very last minute to do so.

5.3 Case studies

During the seminar sessions, we will be using different case studies. Due to copyright restrictions, it is impossible for me to post some of the case studies on Aula Global. I asked the library to purchase a few hard copies of the relevant case studies and these will be put on reserve and available for your consultation. I am asking you NOT to check out the cases out of the library as these valuable learning resources need to remain available for everybody. A list of the case studies which will be available at the front desk of the library will be shared in the syllabus.

6. Methodology

This course consists of a combination of theory and seminar sessions. Theory is taught in two lectures of 90 minutes per week. During the theory sections we discuss basic concepts and strategies in Human Resource Management and investigate their impact on the people that work in organizations.

The seminar meetings which take place once a week from the fourth through the ninth week of the course (see specific dates above) last 90 minutes. In these sessions, we apply the theory to concrete cases. In each of the first five seminar sessions, small groups of students will prepare a case study and a case analysis to present to the class before the class discusses the case and its implications. All students (also the ones not presenting) will be expected to read the cases and to join in the discussion.

Participation is critical in both the theory sessions and the seminar sessions which also means that attendance is required for both the theory and the seminar sessions.

7. Schedule

Note: This schedule is tentative and may be subject to change to adapt to the needs and interests of the students in the class. Please consult Aula Global for the most up-to-date version.

Week 1

Theory 1: Course introduction and overview

Theory 2: Psychological Foundations of Human Behavior in Organizations I

Week 2

Theory 3: Psychological Foundations of Human Behavior in Organizations II

Theory 4: Human Resource Challenges and Human Resource Planning

Week 3

Theory 5: Job Analysis and Job Description

Theory 6: Overview Recruitment and Selection

Week 4

Theory 7: Case Analysis Recruitment

Theory 8: Psychological pitfalls in selection: Stereotypes, Prejudice, and Discrimination

Seminar 1

Week 5:

Theory 9: Motivation and Compensation I

Theory 10: Motivation and Compensation II

Seminar 2

Week 6:

Theory 11: Managing and Evaluating Performance I
Theory 12: Managing and Evaluating Performance II
Seminar 3

Week 7:

Theory 13: Training and Development I
Theory 14: Training and Development II
Seminar 4

Week 8

Theory 15: Employee Separation
Theory 16: Employee Retention and Turnover
Seminar 5

Week 9:

Theory 17: Diversity Management I
Theory 18: Diversity Management II
Seminar 6:

Week 10:

Theory 19: International HR and Expatriate assignments
Theory 20: Review and Outlook