

Human Resource Management (3 ECTS)

Introduction

Motivating people to dedicate their effort in a meaningful way is the most fundamental *raison d'être* for any organization. After all, who is going to use your products and services if you can't understand and satisfy your customer needs? And without the right talent, who is going to make sure you will? But what is the right talent for your organization, and how do you select, manage, retain and help it grow to sustain a competitive edge in the market? This is the key question we will address in this course. Specifically, the course takes a systemic, strategic, generalist, and global perspective to the management of people in organizations.

Systemic, in the sense of focusing on the whole, integrated system of human resource management policies and practices, rather than dealing with them in a piecemeal fashion.

Strategic, in that it centers on the strategic role of personnel policies and practices (i.e., how human resource management interacts with the overall formulation and implementation of the strategy of the firm).

Generalist, because this course does not aim at preparing managers to become human resource specialists; instead, its goal is to help executives and entrepreneurs integrate with their own functional and general expertise a solid body of knowledge, skills and abilities related to people management.

Finally, the course approaches human resource management from a global and culturally diverse perspective that complex organizations operating across borders demand.

The emphasis is on how to confront practical issues (theoretical questions will take a much more secondary role), from the point of view of the organization (individual and psychological processes will also take a secondary role), in global contexts.

Objectives

The course should assist participants to acquire the basic knowledge and skills needed for analysing and evaluating situations in which crucial people management issues arise. These issues will be framed with a strategic perspective. Therefore, we will simultaneously look into how the way an organization competes is influenced by, and influences, how that organization manages its personnel. As such, a central aim is to develop participants' strategic awareness and thinking and to assess and

analyse human resource initiatives at a strategic level, while also considering the operational implications of such strategic initiatives.

Content

The following topics are covered:

- Fundamentals of labor-management relations
- Organization and human resource function goals and strategies
- Firm strategy and people management
- Crisis management and workforce adjustment
- Human resource planning, analysis and work organization
- Recruitment, selection, and retention
- Performance management
- Compensation and rewards
- Development and career management
- Agile work design and new forms of work

Evaluation

Class participation: 70%

Team project: 30%

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

General

CG2. Identify, address, and resolve interpersonal conflicts promptly and deeply without damaging the personal relationship, both within the organization and in its immediate environment of stakeholders (shareholders, customers, suppliers, etc.)

CG4. Understand and apply the mechanisms that generate an environment of collaboration, communication, and trust between the members of a team or organization.

CG8. Anticipate and assess situations of special tension to maintain personal balance and act objectively and consistently.

Specific

CE08. Acquire coaching skills to identify and develop talent in the members of an organization. Learn techniques to give and receive feedback, observe, and measure skills, and facilitate their development through the design of work experiences.

CE09. Analyze and assess human resources policies (assessment, incentives, promotion, training, etc.) within the strategic and cultural framework of the company and its sector.

CE10. Strengthen the leadership skills of teams and companies, starting with self-knowledge and understanding the different types of temperaments and their way of interacting. Know the state of the art of empirical research in this field.