

Managing and Leading People

Academic Year: (2019 / 2020)

Review date: 25-04-2019

Department assigned to the subject: Business Administration Department

Coordinating teacher: BONACHE PEREZ, JAIME ALFONSO

Type: Compulsory ECTS Credits : 6.0

Year : 1 Semester : 1

OBJECTIVES

At the end of the course participants will be able to

- ¿ Understand the challenges raised by an effective and social responsible management of people
- ¿ Know how to translate their understanding about effective management of people into policies and practices coherent with the organization strategy
- ¿ Critically evaluate the success of PM from multiples perspectives (e.g.: customers, owners, managers and employees)
- ¿ Know how to think strategically about the management of people in organizations.
- ¿ Know what needs to be done to implement PM policies to achieve competitive advantage through people.
- ¿ Understand that some parts of people management are fairly subtle and require deep analysis and some expert knowledge.
- ¿ Undertake team based and individual analyses of a range of people management issues and consider informed proposals to address them.

DESCRIPTION OF CONTENTS: PROGRAMME

Topic

Block 1: The HR System

Principles of High Performance Work Systems

The Management of Low Skilled Employees

Block 2: Recruitment and Selection

Hiring Decisions

Managing performance

Block 3: Performance Management

Beliefs and Evidences about Performance Management

Managing performance I

Managing performance II

Block 4: Compensation

Beliefs and Evidences about Compensation

Incentives

Block 5: Training and Development

Drivers of Training Decisions

Promotions

Block 6: Organising HR

HR as a Business Partner

Wrap Up

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LEARNING ACTIVITIES AND METHODOLOGY

The course will be based on case studies, readings, some presentations, and, above all, the debate and the exchange of ideas and experiences. Throughout the course, students will be encouraged to bring their insights and thoughts on the material assigned into class discussion.

Most issues, cases and problems related to people management do not have one *¿right¿* answer, though some answers are more correct than others. Therefore, being *¿right¿* or *¿wrong¿* should not be your concern when participating. It is your viewpoint that is of interest to us. You are expected to critically listen to the contributions of your fellow students and if you disagree, explain why your viewpoint differs.

Throughout the course, students will be asked to make presentations on the different topics and encouraged to bring their insights and thoughts on the material assigned into class discussion. Students will be also encouraged to consult different sources of information (webs, journals, career services, etc.).

A significant part of the course workload will be done within learning teams. Group assignments will include a group presentation and case studies.

You may contact the instructors at any time

ASSESSMENT SYSTEM

Assessment will be based on a mixture of individual and group work. In determining grades, specific assignments will be weighted as follows.

ORDINARY CALL

Individual participation	20%	50%
Final exam		
Team work	30%	

Individual participation will be assessed based on the following criteria: the frequency and quality of students' interventions, their preparation of the various subjects, and their proactive attitude and contribution to positive group dynamics.

The individual contribution to the team work will be peer-reviewed and will have an impact on the individual grades. The specific method to be used will be explained in the first class.

EXTRAORDINARY CALL. The grade will be the better of the two following alternatives:

Alternative 1.

Individual participation	20%	50%
Final exam		
Team work	30%	

Alternative 2.

Final exam	100%
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% end-of-term-examination: 50

% of continuous assessment (assignments, laboratory, practicals...): 50

BASIC BIBLIOGRAPHY

- Baron and Kreps Strategic Human Resources, John Wiley & Sons, 1999
- Caligiuri, Lepak & Bonache Managing the Global Workforce, John Wiley & Sons, 2010