

Academic Year: (2024 / 2025)

Review date: 25-04-2024

Department assigned to the subject: Business Administration Department

Coordinating teacher: STIRPE , LUIGI

Type: Compulsory ECTS Credits : 6.0

Year : 4 Semester : 1

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Principles of business administration
Organizational behaviour

OBJECTIVES

Knowledge-based competences:

- Learn and identify the basics of Strategic Human Resource Management
- Learn the relationships between Strategic Human Resource management and other functions in the company.
- Learn the role of the HR Function as a strategic business partner.
- Learn the key contingency factors relevant for the implementation of effective HR strategies.
- Learn the alternatives for specific HR policies (e.g. selection, training, ect.) and their relative advantages and disadvantages.
- Learn that some HR dimensions are not evident and call for deep analysis and specific knowledge.

Skills:

- Ability to take advantage of a text book as a didactic tool
- Ability to critically analyze the alternatives in HRM.
- Ability to make HR decisions and anticipate their possible side effects.
- Ability to work in a team.

Attitudes:

- Conceptual and intellectual effort
- Inclination towards well-founded and profound analysis
- Active participation
- Initiative

DESCRIPTION OF CONTENTS: PROGRAMME

This course aims at providing students with a strategic framework to address the main Human Resource (HR) issues and activities. Its intention is to approach Human Resource Management (HRM) from the perspective and concerns of the general management. Students will be introduced to the field of HRM using an integrated perspective showing its connections to the organizational objectives and contingencies.

Throughout the term the following topics will be analyzed:

1. The strategic role of HRM.
 - It will be explained what it means to manage employees strategically.
 - The primary HR activities will be presented.
 - It will be described how organizational demands and the external environment influence HRM.
2. Job design and job analysis.
 - It will be explained the importance of job design and job analysis for the deployment of the strategy and the organizational performance.
 - The main approaches to job design will be presented.

- It will be described how organizational demands and the external environment influence job analysis and job design.
- Different sources of data for job analysis will be presented.
- 3. Workforce planning.
 - It will be explained why workforce planning is an important activity
 - It will be described how organizational demands and the external environment influence workforce planning.
 - The primary tactics used to remedy labour shortages and labour surplus will be discussed.
 - The advantages and drawbacks of various workforce planning tactics will be discussed.
 - It will be described how organizational demands and the external environment influence workforce planning.
- 4. Recruitment.
 - Recruitment will be defined and its importance for gaining a competitive advantage explained.
 - The components of a successful recruitment strategy will be presented.
 - Multiple sources for recruiting employees will be identified and their relative advantages and disadvantages discussed.
 - It will be described how organizational demands and the external environment influence recruitment.
- 5. Selection.
 - It will be described how employee selection affects the organizational performance.
 - The meaning and importance of person-job fit will be discussed.
 - The standards for an employee selection process to be effective will be identified.
 - It will be described how organizational demands and the external environment affect the employee selection process.
 - The various types of employee selection methods will be explained.
- 6. Training and development.
 - It will be explained the purpose of training and development.
 - The typical stages of a training program will be presented.
 - Commonly used training methods will be presented.
 - It will be described how organizational demands and the external environment affect training and development activities.
- 7. Performance management.
 - The different purposes of performance management will be described.
 - The components of an effective performance management system will be described.
 - It will be discussed how to develop useful performance measures.
 - The advantages and disadvantages of the different approaches used to evaluate employee performance will be discussed.
 - The typical rater bias will be described and discussed.
 - The common methods to reduce rater bias will be presented.
 - It will be discussed how to give effective feedback to the employees.
- 8. Compensation.
 - The purpose and components of compensation will be described.
 - The importance of equity relative to a firm's compensation decisions will be discussed.
 - Point-based and competency-based systems for the determination of compensation will be described.
 - It will be described how organizational demands and the external environment affect a firm's compensation decisions.
- 9. Incentives.
 - Theories behind how incentives plans motivate employees will be explained.
 - The different types of individual incentives will be presented.
 - The different types of collective incentives will be presented.
 - The advantages and disadvantages of the different incentive types

LEARNING ACTIVITIES AND METHODOLOGY

Methodology is composed of three broad issues:

1. Master classes, with support on specialised text books and readings, through which theoretical frameworks will be presented in order for students to focus on the different aspects of Human resource management and their functions in the context of organizations.
2. Case-method approach, whereby issued related with human resource management in real organizations will be presented. Such cases will stimulate students to employ the theory learned in magistral classes as framework of analysis and interpretation to search for solutions.

3. Teachers will be available for students at the office. The last week of the semester will be dedicated to tutorials in order for students to ask doubts and address the final exam with adequate preparation.

In this course, students should not use artificial intelligence tools to carry out the work or exercises proposed by the faculty. In the event that the use of AI by the student gives rise to academic fraud by falsifying the results of an exam or work required to accredit academic performance, the Regulation of the University Carlos III of Madrid of partial development of the Law 3/2022, of February 24th, of University Coexistence, will be applied.

ASSESSMENT SYSTEM

% end-of-term-examination:	60
% of continuous assessment (assignments, laboratory, practicals...):	40

Evaluation will be based on the following elements:

- End-of-course exam (composed of a multiple choices test and/or open questions).
- Exercises and reports to be done in team and/or individually during the term.

Class attendance is mandatory. In order for the continuous evaluation mark to be considered, the end-of-course exam must be passed.

BASIC BIBLIOGRAPHY

- Bonache, J. y Cabrera, Á. Dirección de personas , FT Prentice Hall: Madrid., 2021 (3ª edición).
- Gómez-Mejía, Luis R.; Balkin, David B.; Cardy, Robert L. Gestión de Recursos Humanos, Pearson Educación, 2017

ADDITIONAL BIBLIOGRAPHY

- Baron, J. N. y Kreps, D. M. Strategic human resources. Frameworks for general managers, John Wiley & Sons, Inc., New York, 1999
- Caligiuri, P., Lepak, D. y Bonache, J. (2010). Managing the global workforce, John Wiley & Sons: Ltd., Chichester, United Kingdom, 2010
- Lepak, D. y Gowan, M. Human Resource Management. Managing employees for competitive advantage, Pearson: Upper Saddle River, New Jersey, 2010