



HUMAN RESOURCE MANAGEMENT

LEARNING OBJECTIVES

1. Increase your understanding of how firm's approach to managing people can enhance or detract from the firm's overall effectiveness
2. Provide the opportunity for you to become familiar with the specific HR practices and activities
3. Enhance your ability to apply these concepts directly to real world situations, whether as an HR Manager or a Business Unit manager with HR responsibilities.

Course Objectives	PROGRAM LEARNING OUTCOMES (see Appendix)											Evaluation Methods/instruments
	1.1	1.2	1.3	1.4	1.5	2.1.a	2.1.b	2.2.a	2.2.b	2.3.a	2.3.b	
1.	x	x	x	x		x	x	x	x	x	x	Case studies, written reports, and class discussions.
2.	x	x	x	x		x	x	x	x	x	x	Case studies, written reports, and class discussions.
3.	x	x	x	x		x	x	x	x	x	x	Case studies, written reports, and class discussions.

Appendix: PROGRAM LEARNING OUTCOMES

1. BUSINESS KNOWLEDGE AND SKILLS

1.1. Students should gain a thorough understanding of the problems relevant to the different functional areas.

Students should have a complete understanding of the most important Finance, Accounting, Management, Marketing and Operations problems. They should understand the most relevant aspects of the problems as well as the potential solutions to them. Regular course work is designed to meet this objective.

1.2. Students should be able to diagnose potentially complex real-world problems.

For this purpose, they should be able to gather and analyze the relevant data. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

1.3. Students should be able to relate theory and practice.

Students should be prepared to tailor general concepts and solutions to specific organizational settings. Case studies, simulation games and the Business Plan are designed to meet this objective.

1.4. Students should be able to understand the role of ethics and sustainability in business decision making

Students should have a complete understanding of the causes and consequences of ethic behavior and sustainability issues. Students should be able to provide potential solutions to them. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

1.5 Students should be able to understand the role of digitalization in business decision making

Students should have a full understanding of how digitalization affects the business world. They should be able to understand the problems and create potential solutions to them. Regular course work, electives, case studies and the Business plan are designed to meet this objective.

2. ORGANIZATION TEAM AND PERSONAL SKILLS

2.1. Students should be able to explain their diagnosis and the solutions they propose in a clear and convincing way.

(a) Students should be able to effectively communicate verbally in both English and Spanish languages with different types of people, particularly senior managers, teammates, subordinates, clients and suppliers. The team work that is being carried out throughout the year, electives and the Business Plan are designed to meet this objective.

(b) Students should be able to effectively communicate in writing ideas and arguments in both English and Spanish languages with different types of people, particularly senior managers, teammates, subordinates, clients and suppliers. Case studies, projects and the Business Plan



are designed to meet this objective.

2.2. Students should be able to work effectively in teams and to demonstrate their capacity in managing diversity

- (a) Students should demonstrate their capacity to listen, manage and influence others and facilitate their development.
- (b) Students should demonstrate their capacity to perceive commonalities and differences in other's values, styles and perspectives. To this purpose they will intensively work in teams throughout the program.

2.3. Students should be able to demonstrate their capacity to lead others and their own professional life

- (a) Each graduate will use team building and high performance management behaviors to lead a team task that results in effective team performance
- (b) Students should be able to assess their own strengths and weaknesses and manage risk in the design of their professional careers

ADVANCING YOUR KNOWLEDGE

HUSELID, M., BECKER, D. and BEATTY, R. (2005). *The Workforce Scorecard*, Boston; MA: Harvard Business School Press

In a marketplace fueled by intangible assets, anything less than optimal workforce success can threaten a firm's survival. Yet, in most organizations, employee performance is both poorly managed and underutilized. *The Workforce Scorecard* argues that current management and human resources practices hinder employees' ability to contribute to strategic goals. To maximize the power of their workforce, organizations must meet three challenges: view their workforce in terms of contribution rather than cost; replace benchmarking metrics with measures that differentiate levels of strategic impact; and make line managers and HR professionals jointly responsible for executing workforce initiatives. Building on the proven model outlined in their best-selling book *The HR Scorecard*, Mark Huselid, Brian Becker, and co-author Richard Beatty show how to create a Workforce Scorecard that identifies and measures the behaviors, competencies, mind-set, and culture required for workforce success and reveals how each dimension impacts the bottom line.

CALIGIURI, P. LEPAK, D. and BONACHE, J. (2010). *Managing the global workforce*, Chichester, UK: John Wiley & Sons.

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's employees. As the need for effective and top staff rises, *Managing the Global Workforce* provides the most up to date and topical information on accessing human resource management. Written by Paula Caligiuri, Dave Lepak and Jaime Bonache, all authors recognized among the most prolific ones in the field of international business for their work in International HRM, this book covers the full range of strategic, comparative, and cross-cultural issues affecting the way a workforce is managed globally.