

Course guide

240EI032 - 240EI032 - Human Resources

Last modified: 26/06/2025

Unit in charge: Barcelona East School of Engineering
Teaching unit: 732 - OE - Department of Management.

Degree: **Academic year:** 2025 **ECTS Credits:** 3.0
Languages: Spanish

LECTURER

Coordinating lecturer: JESUS JORCANO MOLINS

Others:

DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

Specific:

CEMCEM-10. (ENG) Dirigir i gestionar l'organització del treball i els recursos humans aplicant criteris de seguretat industrial, gestió de la qualitat, prevenció de riscos laborals, sostenibilitat i gestió mediambiental

Transversal:

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

05 TEQ N3. TEAMWORK - Level 3. Managing and making work groups effective. Resolving possible conflicts, valuing working with others, assessing the effectiveness of a team and presenting the final results.

TEACHING METHODOLOGY

This course follows a teaching methodology focused on students' active learning. The 2h lesson/week is going to combine theory and practice (participative dynamics, resolution of cases in groups, debates, etc.). Some classes will have associated a pre-class work (usually, some readings or preparation of case studies)

LEARNING OBJECTIVES OF THE SUBJECT

At the end of the course students should be able to:

1. To explain the importance of managing people in organizations and to understand the managers' role in this function.
2. To know the main managerial abilities.
3. To understand how to manage teams, to distinguish between teams and groups, and to identify the crucial processes in their management.
4. To define leadership, and distinguish between leader and boss. To identify a leader and understand his/her sources of power. To understand the different managerial styles.
5. To communicate in an effective way and to do an active listening. To know certain techniques to communicate in a proper way.
6. To define the concept of work motivation and to understand the main strategies to motivate the employees.
7. To understand the concept of emotional intelligence (self-knowledge, self-control, and self-motivation) and social intelligence (trust in the group, active listening, share of experience, etc.)
8. To manage time in a proper way



STUDY LOAD

Type	Hours	Percentage
Hours large group	18,0	24.00
Self study	48,0	64.00
Hours small group	9,0	12.00

Total learning time: 75 h

CONTENTS

1. Introduction to strategic people management

Description:

The importance of the people in the current organizations. Hot topics and trends in people management. Which is the role of managers when talking about managing people? What is meant by 'managerial abilities'?

Specific objectives:

1,2

Related activities:

1

Full-or-part-time: 6h

Theory classes: 2h

Self study : 4h

2. Managerial secrets: Knowing to listen and to communicate

Description:

Managers as knowledge managers. Active listening: concept and strategies. To communicate in an effective way.

Specific objectives:

5

Related activities:

All

Full-or-part-time: 13h 20m

Practical classes: 5h

Self study : 8h 20m

3. Managerial secrets: Time management

Description:

Time management. Priority or urgency? Thieves of time.

Specific objectives:

2, 8

Related activities:

All

Full-or-part-time: 5h 20m

Practical classes: 2h

Self study : 3h 20m

4. Managerial secrets: Teamwork

Description:

Teams vs Groups within the organization. Managing diversity. Recruitment and selection: key processes.

Specific objectives:

3, 5

Related activities:

3

Full-or-part-time: 15h 20m

Practical classes: 6h 40m

Self study : 8h 40m

5. Managerial secrets: To lead

Description:

Leader vs Manager. Power vs. Authority. Managerial styles and behaviors. Time management. Conflict management and negotiation.

Specific objectives:

4, 5, 7

Related activities:

4

Full-or-part-time: 21h 40m

Practical classes: 8h 20m

Self study : 13h 20m

7. Managerial secrets: To motivate

Description:

Work motivation: what is it? Why are some employees more motivated than others? How can a manager motivate? How important is motivation?

Specific objectives:

6, 5

Related activities:

5

Full-or-part-time: 13h 20m

Theory classes: 5h

Self study : 8h 20m

ACTIVITIES

SET OF ACTIVITIES 1

Description:

Different dynamics that will help to fix the concepts learned during the first lesson.

Specific objectives:

1, 2, 5

Material:

The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.

Full-or-part-time: 4h

Theory classes: 4h

SET OF ACTIVITIES 2

Description:

Different activities, readings and case studies that will help the students to understand the hot topics of people management.

Specific objectives:

1,2,5

Material:

The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.

Full-or-part-time: 4h

Theory classes: 4h



SET OF ACTIVITIES 3

Description:

Study cases, lectures and exercises that will help to understand teamwork within the organization. Also, they will help to improve students' teamwork competency.

Specific objectives:

3, 5

Material:

The formulation of the exercises/practices or readings are going to be given during the class and/or uploaded in ATENEA.

Full-or-part-time: 6h

Theory classes: 6h

SET OF ACTIVITIES 4

Description:

Cases and different dynamics that will help to understand the complexity of the leading function. Some managerial skills (such as: leadership, time management, negotiation) are going to be developed.

Specific objectives:

4, 5

Material:

The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.

Full-or-part-time: 6h 40m

Theory classes: 6h 40m

SET OF ACTIVITIES 5

Description:

Case studies and dynamics that will help to understand the concept of work motivation and how to develop it.

Specific objectives:

5, 6, 7

Material:

The formulation of the exercises/practices are going to be given during the class and/or uploaded in ATENEA.

Full-or-part-time: 4h

Theory classes: 4h

INDIVIDUAL PROJECT

Description:

The regulations for this project are going to be explained the first day at class.

Specific objectives:

9, 10

Material:

The guidelines and requirements for this Project are going to be published in ATENEA.

Full-or-part-time: 6h

Theory classes: 6h

FINAL EXAMEN

Description:

Explicit guidelines about the exam are going to be explained at class.

Specific objectives:

All

Delivery:

The exam document with the solutions proposed by the student.

Full-or-part-time: 2h

Theory classes: 2h

GRADING SYSTEM

$$\text{FINAL GRADE} = 0.2 \cdot A + 0.35 \cdot P + 0.45 \cdot \text{FE}$$

A = Presentation of an academic article.

P = Two different activities are going to be assessed. More information about this is going to be told at class or in ATENEA.

FE= Grade obtained at the final exam.

If the student fails the course, the qualification of the "second final exam" (i.e., reassessment) will replace the mark of their final exam. It is compulsory to take the ordinary exam in order to be able to opt for this second final exam.

EXAMINATION RULES.

It is not allowed to bring to the examination any class of lecture notes, books, or any other reference material.

BIBLIOGRAPHY

Basic:

- Robbins, Stephen P. ; DeCenzo, David A. ; Coulter, Mary. Fundamentals of management : essential concepts and applications. 9th ed. Harlow: Pearson Education Limited, 2015. ISBN 9781292056548.
- Robbins, Stephen P. ; Judge, T.. Introducción al comportamiento organizativo. 10a ed. Madrid: Prentice Hall, 2010. ISBN 9788483226568.
- Colquitt, J. A. ; Lepine, J. A. ; Wesson, M. J. Organizational behavior : improving performance and commitment in the workplace. 4th ed. New York: McGrawHill, 2015. ISBN 9781259252204.
- HBR's 10 must reads on communication. Boston: Harvard Business Review Press, 2013. ISBN 9781422189863.
- Harvard Business Review Press. HBR's 10 must reads on leadership. Boston: Harvard Business Review Press, 2011. ISBN 9781422157978.
- HBR's 10 must reads on teams. Boston: Harvard Business Review Press, 2013. ISBN 9781422189870.
- HBR's 10 must reads on collaboration. Boston: Harvard Business Review Press, 2013. ISBN 9781422190128.
- HBR's 10 must reads on emotional intelligence [on line]. Boston, Mass: Harvard Business Review Press, 2015 [Consultation: 03/02/2022]. Available on : <https://ebookcentral-proquest-com/lib/upcatalunya-ebooks/detail.action?pq-origsite=primo&docID=5182604>. ISBN 9781633690196.
- Hartley, Peter ; Chatterton, Peter. Business communication : Rethinking your professional practice for the post-digital age. 2ª. Oxonorc: Routledge, 2015. ISBN 9780415640282.

Complementary:

- Ober, Scott. Fundamentals of contemporary business communication. 2nd ed. Boston: Houghton Mifflin Company, 2007. ISBN 9780618645176.
- Boselie, Paul. Strategic human resource management : a balanced approach. 2nd ed. London: McGrawHill, 2014. ISBN 97800771145620.
- Munduate, Lourdes ; Medina, F. J. (coord.). Gestión del conflicto, negociación y mediación. Madrid: Pirámide, 2005. ISBN 9788436819243.



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- Dowling, Peter J. ; Festing, M. ; Engle, A. D. International Human Resource Management. 6th ed. Hampshire: Cengage Learning, 2013. ISBN 9781408032091.
- Shriberg, D. ; Dhriberg, A.. Practicing leadership. 4th ed. Hoboken: John Wiley & Sons, Inc., 2010. ISBN 9780470086988.
- Boxall, P. ; Purcell, J.. Strategy and human resource management. 3rd ed. Houndmills: Palgrave Macmillan, 2011. ISBN 9780230579354.
- Tomalin, Barry. Key Business Skills. London: Collins, 2012. ISBN 9780007488797.
- HBR's 10 Must Reads : The Definitive Management Ideas of the Year from Harvard Business Review. Boston: Harvard Business Review Press, 2015. ISBN 9781633690219.
- HBR's 10 Must Reads on Managing Yourself. Boston: Harvard Business Review Press, 2011. ISBN 9781422157992.
- Daniels, Hunter... [et al.]. Business communication. Cape Town: Oxford University Press, 2014. ISBN 9780195995268.