

Course guide

220554 - 220554 - People Management

Last modified: 02/04/2024

Unit in charge: Terrassa School of Industrial, Aerospace and Audiovisual Engineering
Teaching unit: 732 - OE - Department of Management.

Degree: MASTER'S DEGREE IN MANAGEMENT ENGINEERING (Syllabus 2012). (Compulsory subject).

Academic year: 2024 **ECTS Credits:** 5.0 **Languages:** Catalan, Spanish

LECTURER

Coordinating lecturer: FRANCESC SELVA GRAU

Others: XAVIER TORNOS CARRERAS

DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

Specific:

1. Apply theories and inherent principles in the general direction of an organization with the aim of analyzing uncertainty complex situations and make decisions using engineering tools.
2. Apply theories and inherent principles in the personal area in order to analyze uncertainty complex situations and make decisions using engineering tools.
3. To analyze the risks and consequences of proposed solutions in the various organizational sub-systems and their social and environmental contexts.
4. Develop a business plan in a new context.
5. Identify, analyze, diagnose, design and implement solutions to complex socio-technical systems

Generical:

6. Self-learning capacity to independent continuous training.
7. Ability to effectively communicate their findings, knowledge and concluding reasons to skilled and unskilled audiences, clearly and unambiguously.
8. Ability to integrate knowledge and formulate judgments with the aim of making decisions based on information that, with incomplete or limited include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments.
9. Ability to operate and lead multidisciplinary and multicultural groups, with negotiation skills, group work, relationships in an international setting, and conflict resolution.

TEACHING METHODOLOGY

The course is divided into three parts:

Theory classes.
Practical classes (project).
Self-study for doing exercises and activities.

In the practical classes (in the classroom), teachers guide students in applying theoretical concepts to solve problems, always using critical reasoning. We propose that students solve exercises in and outside the classroom, to promote contact and use the basic tools needed to solve problems, and development the project.

Students, independently, need to work on the materials provided by teachers and the outcomes of the sessions of exercises/problems, in order to fix and assimilate the concepts.

The teachers provide the curriculum and monitoring of activities (by ATENEA).

LEARNING OBJECTIVES OF THE SUBJECT

The subject of Human Resources Management has like principal objective the study of the impact that individuals, groups and structures have in the behavior of the persons in the organizations, the analysis of how this behavior affects in the efficiency of the organization, and the comprehension of the key elements to lead with efficiency the complex organizations of the 21st century.

STUDY LOAD

Type	Hours	Percentage
Hours large group	8,0	6.40
Guided activities	22,0	17.60
Self study	80,0	64.00
Hours medium group	15,0	12.00

Total learning time: 125 h

CONTENTS

Module 1: Organizational Behavior: Concept and current challenges. Conduct of the individual

Description:

What is the Organizational Behavior. The main historical trends. Current challenges in human resources management. Emotions. Emotional awareness. Basic skills to work with emotions.

Values and culture of the organization

Motivation: Douglas McGregor, Frederick Herzberg, David McClelland, Daniel Pink. One more time: How do you motivate employees?. The surprising truth about what motivates us.

Full-or-part-time: 50h

Theory classes: 4h

Practical classes: 7h

Guided activities: 11h

Self study : 28h

Module 2: The group

Description:

Working group and Team. The discipline of the teams. High Performance Teams. The five dysfunctions of a Team.

Leadership. What makes an effective executive?. "The leader as Socrates". Development of managerial competences. The inspiring Leader.

Full-or-part-time: 32h

Theory classes: 2h

Practical classes: 4h

Guided activities: 6h

Self study : 20h



Module 3: Systemic vision of the organization and change management

Description:

Change management
The role of Human Resources function in organizations
Negotiation and conflict management

Full-or-part-time: 43h

Theory classes: 2h
Practical classes: 4h
Guided activities: 5h
Self study : 32h

GRADING SYSTEM

The final grade depends on the following assessment criteria:

- Mid-semester exam 1, weight: 40%
- Mid-semester exam 2, weight: 40%
- Project, weight: 20%

All students unable to attend the mid-semester exams, or failing it, will have the option of repeating it with the final exam.
The note obtained will replace the initial note whenever is higher.

BIBLIOGRAPHY

Basic:

- Segarra, Oriol. Liderazgo peregrino: una guía práctica para liderar el cambio. 2010. Barcelona: Libros de Cabecera, 2010. ISBN 9788493775704.
- Carnegie, Dale. Cómo ganar amigos e influir sobre las personas. Ed. rev. Barcelona: Elipse, 2008. ISBN 9788493664923.

RESOURCES

Other resources:

Stephen P. Robbins. ¿Comportamiento Organizacional?
Pearson Educación

Transparencias, artículos y apuntes.

Colección de casos.