

## Course guide

### 240EI532 - 240EI532 - Human Resources

**Last modified:** 16/05/2023

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

**Degree:** MASTER'S DEGREE IN AUTOMOTIVE ENGINEERING (Syllabus 2012). (Optional subject).  
MASTER'S DEGREE IN INDUSTRIAL ENGINEERING (Syllabus 2014). (Compulsory subject).  
MASTER'S DEGREE IN AUTOMOTIVE ENGINEERING (Syllabus 2019). (Optional subject).

**Academic year:** 2023    **ECTS Credits:** 3.0    **Languages:** Catalan, Spanish, English

#### LECTURER

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**Coordinating lecturer:** Eva Gallardo Gallardo

**Others:** Sílvia Aguirre Cauhé  
Eva Gallardo Gallardo  
Linda Reichard

#### PRIOR SKILLS

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There are no specific course prerequisites.

#### REQUIREMENTS

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The course requires active participation in all classes and/or activities as well as deliverables throughout the term. Regarding assigned readings or tasks, students should do them before attending the lecture. Students will use readings, role plays, experiential exercises, and self-reflection, as well as focused feedback, to optimize their own soft skills.

#### DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

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**Specific:**

CEMEI14. Abilities for the organization at work and management of the human resources. Knowledge about prevention of occupational risks.

**Generical:**

CGMEI07. (ENG) Poder exercir funcions de direcció general, direcció tècnica i direcció de projectes I+D+i en plantes, empreses i centres tecnològics.

CGMEI03. (ENG) Dirigir, planificar i supervisar equips multidisciplinaris.

**Transversal:**

CT3. TEAMWORK: Being able to work in an interdisciplinary team, whether as a member or as a leader, with the aim of contributing to projects pragmatically and responsibly and making commitments in view of the resources that are available.

CT4. EFFECTIVE USE OF INFORMATION RESOURCES: Managing the acquisition, structuring, analysis and display of data and information in the chosen area of specialisation and critically assessing the results obtained.

**Basic:**

CB9. (ENG) Que els estudiants sàpiguen comunicar les seves conclusions i coneixements (i darrers raonaments que els sustentin), a públics especialitzats i no especialitzats de manera clara i sense ambigüitats.

CB10. (ENG) Que els estudiants poseixin les habilitats d'aprenentatge que els permetin continuar estudiant d'una manera d'una forma que haurà de ser en gran mesura autodirigit o autònom

## TEACHING METHODOLOGY

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The teaching format involves on-campus classes that are 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-work (usually, some readings or preparation of case studies)

## LEARNING OBJECTIVES OF THE SUBJECT

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Upon successfully completing this course, students will be able to:

Identify personal obstacles to productivity through a self-assessment of personal time management practices and habits.

Manage time efficiently and effectively

Formulate an effective communication strategy for any message, in any medium, and any situation

Create presentations that are delivered with confidence and poise

Give and receive feedback that will improve your and others' communication

Listen for understanding

Organize meetings effectively

Work effectively with others in small groups or teams

Identify their leadership styles and develop their teamwork skills.

Formulate an appropriate leadership style for specific situations.

Identify key motivational factors

Understand people's behavior in the organizational context

Develop a capacity for reflection and action in response to a range of situations that may arise in the future as executives who have to lead individuals and groups in an organization

## STUDY LOAD

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Type	Hours	Percentage
Self study	48,0	64.00
Hours large group	27,0	36.00

**Total learning time:** 75 h

## CONTENTS

### 1. Introduction to the course

**Description:**

The importance of the people in current organizations. 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

Practical classes: 2h

Self study : 4h

### 2. Knowing to listen and to communicate

**Description:**

This second topic focuses on communication skills. The concepts of effective communication, active listening, empathy, and assertiveness are explained. Possible barriers in communication processes are analyzed. The differences between oral and written communication are discussed. Possible errors in written communication are analyzed. How do we form our first impressions of others? Individual decision-making and its relation to perception. In this unit, the gender perspective is also introduced, making people reflect on communication stereotypes

**Specific objectives:**

5

**Related activities:**

All of them

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

Practical classes: 5h

Self study : 8h 20m

### 3. Teamwork

**Description:**

Specifically, it seeks to answer: Why should companies worry about teams?

What is a group? How do groups work? Characteristics of the different types of workgroups. Group decision-making. Work teams and teamwork. Stages groups go through. Efficiency conditions in managing work teams. What are high-performance teams?

What profiles are needed in a team?

Individual reflection questions: How do I behave in working groups? What role do I take? Is it the same in all of them?

**Specific objectives:**

3, 5

**Related activities:**

3

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

Practical classes: 6h 40m

Self study : 8h 40m

### 3. Time management

**Description:**

Managing time effectively is fundamental to success. It also factors into achieving balance in our lives. So, basic rules for efficient time management are explained. A series of techniques are offered so students can improve this skill at a personal and a professional level.

Specifically, this unit aims to respond to: How can we be more productive? What is meant by delegation? How can I manage meetings effectively and efficiently? Individual reflection questions: How do I manage my time? Am I a procrastinator? Why? Do I have my goals clear? Do I focus on what is important to me? Do I manage meetings in an efficient way?

**Specific objectives:**

2, 8

**Related activities:**

All of them

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

Practical classes: 2h

Self study : 3h 20m

### 6. Motivation

**Description:**

This topic helps to understand motivation. Specifically, the aim is to answer: What is meant by motivation? And by job satisfaction? What role does emotion play? What are the main motivational theories? and, above all, how can they help us? Individual reflection questions: What motivates me?

**Specific objectives:**

6, 5

**Related activities:**

5

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

Practical classes: 5h

Self study : 8h 20m

### 5. To lead

**Description:**

Leadership is the ability to influence a group of people towards a goal. This unit focuses on the leadership process. Specifically, the aim is to respond to What is meant by leading? What is the difference between boss and leader? What is the source of a leader's power? Is female leadership different from male leadership?

**Specific objectives:**

4, 5, 7

**Related activities:**

4

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

Practical classes: 8h 20m

Self study : 13h 20m

## GRADING SYSTEM

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The grading will be based on 25% from a continuous assessment activity in a group, 25% from the activity "Presenting an Academic Article in Teams," and 50% from the final exam.

All course assignments and their due dates are posted on ATENEA. Any additional information will be provided to you by mail and notifications in ATENEA.

### Assignment policy:

All assignments (except the final exam) will be submitted online using ATENEA.

All assignments not submitted by the due date will be considered late. I will accept late work up to a week later. However, 1 point will be deducted for each late day.

Please, check the specific guidelines for each activity for additional information carefully.

The grade obtained in the re-evaluation exam will replace the grade obtained in the final exam of the ordinary call.

## EXAMINATION RULES.

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

## BIBLIOGRAPHY

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### Basic:

- Shaw, Graham. The Speaker's Coach: 60 secrets to make your talk, speech or presentation amazing Graham Shaw. FT Press: Pearson, 2019. ISBN 9781292250946.

- McCorkle, Suzanne ; Melanie Reese. Personal Conflict Management : Theory and Practice [on line]. Boston: Allyn & Bacon, 2010 [ Consultation : 21/07/2022 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?pg-origsite=primo&docID=2194975>. ISBN 1315663333.

- Yukl, Gary A.; Gardner, William L.. Leadership in Organizations [on line]. 9th ed. Harlow, England: Pearson, 2020 [ Consultation : 29/03/2023 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5892202>. ISBN 9781292314426.

- Thompson, Leigh L. Making the team : a guide for managers [on line]. 5th ed. Boston: Pearson, 2015 [ Consultation : 16/09/2020 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5174478>. ISBN 9781292070346.

- Certo, Samuel C.; Certo, S. Trevis. Modern Management: Concepts and Skills [on line]. 15th ed. Harlow, England: Pearson, 2019 [ Consultation : 15/09/2020 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5613127>. ISBN 9781292265247.

- Robbins, S.P.. Organizational Behavior [on line]. 18th ed. Harlow, England: Pearson, 2019 [ Consultation : 29/03/2023 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5829668>. ISBN 9781292289151.

- Kelly, Joshua. Communication Skill [on line]. Chandni Chowk, Delhi: Global Media, 2007 [ Consultation : 29/03/2023 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?pg-origsite=primo&docID=3011047>. ISBN 1281079588.

### Complementary:

- Toomer, Jerry [et al.]. The Catalyst effect : 12 skills and behaviors to boost your impact and elevate team performance [on line]. Bingley, UK: Emerald Publishing Limited, 2018 [ Consultation : 30/03/2023 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5144927>. ISBN 9781787435513.

- Giving effective feedback : check in regularly, handle conversations, bring out the best [on line]. Boston, Massachusetts: Harvard Business Review, 2014 [ Consultation : 30/03/2023 ]. Available on : <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5182600>. ISBN 9781625275479.

- Colquitt, J. A. ; J.A. Lepine ; M.J. Wesson. Organizational behavior : improving performance and commitment in the workplace. 6th ed.. New York: McGraw Hill, 2018. ISBN 9781260092301.



- HBR's 10 must reads on teams. Boston: Harvard Business Review Press, 2013. ISBN 9781422189870.
- HBR's 10 must reads the definitive management ideas of the year from Harvard Business Review. Boston: Harvard Business Review Press, 2015. ISBN 9781633690219.
- Hartley, Peter ; Chatterton, Peter. Business communication : rethinking your professional practice for the post-digital age. 2nd. London: Routledge, 2015. ISBN 9780415640275.
- 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.
- HBR's 10 must reads on communication. Boston: Harvard Business Review Press, 2013. ISBN 9781422189863.
- HBR's 10 must reads on collaboration. Boston: Harvard Business Review Press, 2013. ISBN 9781422190128.
- Shriberg, D. ; Shriberg, A. Practicing leadership. 4th ed. Hoboken: John Wiley & Sons, Inc., 2010. ISBN 9780470086988.
- Ober, Scot. Fundamentals of contemporary business communication. 2nd ed. Boston: Houghton Mifflin Company, 2007. ISBN 9780618645176.
- Daniels, Dawn [et al.]. Business Communication. Cape Town: Oxford University Press, 2014. ISBN 9780195995268.
- Drucker, Peter F. HBR's 10 must reads on leadership. New York: Harvard Business Review Press, 2011. ISBN 9781422157978.