

1. BASIC INFORMATION

Course	People Management
Degree program	Marketing Degree
School	Social and Communication Sciences
Year	Third
ECTS	6
Credit type	University Code Requirement
Language(s)	English
Delivery mode	Face to Face
Semester	First
Academic year	2019/2020
Coordinating professor	Patricia Camacho Fernández

2. PRESENTATION

This course aims to describe and explain the most recent trends and the best practices, concerning human personnel management in a global environment. The students will understand why Human Capital is one of the most important assets of the 21st century Company and how it should be addressed through a strategic Human Resources management, group and intergroup needs, quantitative and qualitative recruitment procedures and people management skills.

The student will learn to develop personal and professional skills to effectively lead and manage people, such as self-knowledge, negotiation, decision-making, time management, mindfulness methodology or full attention, for the conscious management of people in companies, communication skills, etc and will become aware of the manager function and the human resources management in a global environment.

3. COMPETENCIES AND LEARNING OUTCOMES

Core competencies:

- BS2: Students must apply their knowledge to their work and vocation in a professional way and must demonstrate their skills in sustaining arguments and solving problems within their field of study.
- BS3: Students must be able to gather data, usually within their field of study, interpret it and make judgments and considerations on relevant social, scientific or ethical issues.
- BS4: Students must be able to convey information, together with ideas, problems and solutions to a specialized or non-specialized audience.

Cross-curricular competencies:

- CS7: Ethical values: The ability to think and act according to universal principles based on individual worth and full development of the human personality, and which entails a commitment to certain social values.
- CS9: Interpersonal skills: The ability to interact positively with other people by verbal and non-verbal means through assertive communication, the latter meaning the ability to express or transmit what one wants, thinks or feels without inconveniencing, insulting or upsetting the other person.
- CS12: Critical reasoning: The ability to analyze an idea, phenomenon or situation from different points of view and take a personal approach to it based on rigor and objective reasoning, and not on intuition.
- CS16: Decision making: The ability to make a choice between two or more existing alternatives to effectively resolve different situations or problems.
- CS17: Teamwork: The ability to actively participate and cooperate with other people, areas and/or organizations to achieve common goals.

Specific competencies:

- SS4: Ability to identify solve in practice group and inter-group problems and needs in the direction and management of human resources

- SS9: Ability to use human resources management tools, in the context of international business.
- SS14: Capacity to adapt to new trends and business practices including the application of corporate social responsibility policies, in the context of international business.
- SS18: Ability to select the best human resource planning and people management option, which are then implemented in each market and company, in an environment of increasing interconnection and dependence between countries.
- SS19: Ability to understand and integrate oneself professionally in the different economic, organizational and hierarchical structures of multinational companies, knowing the relevant positions and the functions of each director and department.

Learning outcomes:

- LO1: The student will be able to understand the basic concepts
- LO2: The student will design and interpret a balanced scorecard
- LO3: The student will be able to carry out the communicative processes in the organizations
- LO4: The student will develop negotiation skills
- LO5: The student will develop team work adapting to each specific situation
- LO6: The student will develop managerial skills
- LO7: The student will understand why human resources are one of the most important assets of the 21st century company.
- LO8: The student will know the contemporary practices in the different areas of management (recruiting and selecting, performance appraisal, Training and development etc.) of human resources

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competencies	Learning outcomes
BS2, BS3, BS4; CS7, CS9, CS12, CS16, CS17; SS4, SS14, SS19	LO1
BS2, BS3, BS4; CS7, CS9, CS12, CS16, CS17; SS9, SS14, SS18	LO2

When you access the course on the *Virtual Campus*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4. CONTENT

The subject is organized into three learning units, which are in turn divided into four topics each:

Unit 1. Leadership

- Topic 1. Emotional intelligence
- Topic 2. Assertiveness and decision Making
- Topic 3. Planning, Time and Stress Management
- Topic 4. Mindfulness

Unit 2. Management Skills

- Topic 1. Communication skills
- Topic 2. Managing by objectives
- Topic 3. Motivation at work
- Topic 4. Conflict management and negotiation

Unit 3. Human Resources Management

- Topic 1. Resourcing and Recruitment
- Topic 2. Professional development
- Topic 3. Training in multicultural environments
- Topic 4. Performance appraisal systems

5. TEACHING-LEARNING METHODOLOGIES

The types of teaching-learning methodologies used are indicated below:

- Lectures/Master classes.
- Case study method.
- Cooperative learning.
- Problem-solving learning.
- Project based learning.

6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

Type of educational activity	Number of hours
Lectures	40 h
Cases Analysis	15 h
Formative Evaluation	10 h
Tutorials	10h
Debates	20
Problem Solving	25h
Autonomous work	30h
TOTAL	150

7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Assessable activity	Assessment criteria	Weight (%)
<i>Activity 1</i>	<ul style="list-style-type: none"> Identify the challenges of being Leader in a global organization Differentiate the Leadership skills needed in a modern organization 	10%
<i>Activity 2</i>	<ul style="list-style-type: none"> Identify level of development of interpersonal skills Build a plan to improve interpersonal skills 	10%
<i>Activity 3</i>	<ul style="list-style-type: none"> Distinguishes the requirements of communicating effectively Present in a clear written and oral manner 	10%

<i>Activity 4</i>	<ul style="list-style-type: none"> • Show ability to integrate all the content seeing in the subject • Presentation of findings • Report writing 	10%
<i>Activity 5</i>	<ul style="list-style-type: none"> • Building a work climate survey • Show ability to integrate all the content seeing in the subject • Presentation of findings • Report writing 	10%
<i>Activity 6</i>	<ul style="list-style-type: none"> • Analyze the challenges of HR in a global organization 	10%
<i>Activity 7</i>	<ul style="list-style-type: none"> • Correctly answers some theoretical-practical questions about the content learned 	40%

When you access the course on the *Campus Virtual*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

7.1. First exam period

To pass the course in the first exam period you should....

- Have a minimum grade of 5/10 in the overall subject grade.
- Have a minimum grade of 5/10 in the sum of the activities.
- Have a minimum grade of 5/10 in activity 7.

7.2. Second exam period

To pass the course in the first exam period you should....

- Have a minimum grade of 5/10 in the overall subject grade.
- Have a minimum grade of 5/10 in the sum of the activities.
- Have a minimum grade of 4/10 in activity 7.

8. BIBLIOGRAPHY

Here is the recommended bibliography:

ADAIR, J. (2009). *Effective leadership: how to be a successful leader*. London: Pan Books.

ADAIR, J. (2009). *Effective motivation: how to get the best results from everyone*. London: Pan Books.

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COMFORT, J. (1998). *Effective negotiating*. Oxford: Oxford University Press.

COVEY, S. (2004). *The 7 Habits of Highly Effective People*. London. Simon & Schuster.

CORNELISSEN, J. (2011). *Corporate communication: a guide to theory and practice*. Los Angeles: SAGE.

GEBELEIN, S. (2004). *Successful manager's handbook: develop yourself, coach others*. Minneapolis: Personnel Decisions International, cop.

GOLEMAN, D. (2000). *Promoting emotional intelligence in organizations: make training in emotional intelligence effective*. Alexandria: ASTD, cop.

HARVARD BUSINESS REVIEW. *Manager's Handbook. The 17 Skills Leaders Need To Stand Out*. Boston.

REES, F. (1997). *Teamwork from start to finish: 10 steps to results*. San Francisco: Pfeiffer, cop.

BOHLANDER, G., SNELL, S. (2013). *Principles of Human Resource Management*. 16th ed. (International edition). South-Western CENGAGE Learning (e book- UEM library)

NKOMO, S., FOTTLER, M., McAFEE, R. (2008) *Human Resource Management Applications*.

NOE, R., HOLLENBECK, J., GERHART, B., WRIGHT, P.; (2009) *Fundamentals of Human Resource Management*. Third edition.

POST, J., LAWRENCE, A., WEBER, J. ; (2007) *Business and Society, Corporate, Strategy, Public Policy, Ethics*. 10th Edition.

BCG/ WFMA, *Creating People Advantage 2014-2015*

9. DIVERSITY MANAGEMENT UNIT

Students with specific learning support needs:

Curricular adaptations and adjustments for students with specific learning support needs, in order to guarantee equal opportunities, will be overseen by the Diversity Management Unit (UAD: Unidad de Atención a la Diversidad).

It is compulsory for this Unit to issue a curricular adaptation/adjustment report, and therefore students with specific learning support needs should contact the Unit at unidad.diversidad@universidadeuropea.es at the beginning of each semester.