

Generic Management Skills**2015/2016**

Code: 42649

ECTS Credits: 6

Degree	Type	Year	Semester
4313489 Logistics and Supply Chain Management	OB	1	2

Contact

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Use of languages

Principal working language: english (eng)

External teachers

Lect. Angelina Rosha

Prof. Elina Gaile-Sarkane

Prof. Janis Mazais

Prerequisites

None

Objectives and Contextualisation

This module has two course units. Quality and Environmental Management (Prof. Janis Mazais) and Human Resources (Prof. Elina Gaile-Sarkane and Lect. Angelina Rosha).

Quality and Environmental Management (3 ECTS)

The study course embraces acquisition of theoretical principles and practical skills in quality and environmental management. After familiarization themselves with the quality and environmental management technologies the students are continuing to explore cases reflecting issues on practical implementation of supply chain, logistics and environmental quality management systems.

After the course students are expected to be able:

- to comprehend quality terminology, understand TQM, process management and supply chain quality improvement principles and methodologies.
- to explain the use of ISO 14000 series standards and their relationship with EMAS and ISO 9000 systems.
- to perform analysis of non-conforming quality of supply chains problems, to identify causes of the problems and to identify possible improvement activities.
- to understand and apply supply chain risk assessment methods, to assess risks, their impact and consequences.

Human Resources (3 ECTS)

The study course provides students with knowledge and skills needed for human resource management in both the commercial and public sector. The study subject is oriented to decision making process in human resource management as well as to evaluation and analysis of employees. Methods connected with social information gathering, processing and analysis are included into the study course.

After the course students are expected to be able:

- to recognize the importance of human resource management and real possibilities of it in commercial units;
- to solve practical problems in the field of human resource management;
- to plan, organize and manage personnel recruitment and selection;
- to develop concepts of human resource management and HR development in a company;
- to apply in practice sociological research and do data mining for the HR analysis in a company
- to process the results of this research and do analysis of the research results;
- to analyze pre-requirements of a work, apply them into organization and management of human resources in a company.

Skills

- Address problems of management and coordination of logistics operations in production, transport and services in a holistic approach, by means of the consistent application of the supply chain management concepts and strategies, taking into account the pertinent aspects of environment, human capital, quality, technology, and economics.
- Analyse, organise and discuss situations in logistics in order to identify and model the dependency relationships, influence and impact that usually occur in the main performance indicators and quality factors as well as evaluating their complexity.
- Apply a rigorous and efficient approach to problem solving.
- Demonstrate abilities in oral and written communication both in the student's native language and in English. Demonstrate synthesis skills and ability in presentation techniques.
- Demonstrate abilities to document and reflect the problem-solving process in order to extract the lessons learned.
- Demonstrate information management skills: ability to retrieve and analyse information from different sources.
- Elaborate solid arguments based on quantitative models and analytical methods in order to convince and motivate decision makers, determine the adequate LCSM partners and then plan and coordinate the project to implement the solution.
- Student should possess an ability to learn that enables them to continue studying in a manner which is largely self-supervised or independent
- Students should know how to apply the knowledge they acquire and be capable of solving problems in new or little-known areas within broader contexts (or multidisciplinary contexts) related to their area of study
- Students should know how to communicate their conclusions, knowledge and final reasoning that they hold in front of specialist and non-specialist audiences clearly and unambiguously
- Work collaboratively in a group.

Learning outcomes

1. Adequately integrate in the implementation of projects all of the relevant aspects related with corporate social responsibility
2. Apply a rigorous and efficient approach to problem solving.
3. Demonstrate abilities in oral and written communication both in the student's native language and in English. Demonstrate synthesis skills and ability in presentation techniques.
4. Demonstrate abilities to document and reflect the problem-solving process in order to extract the lessons learned.
5. Demonstrate information management skills: ability to retrieve and analyse information from different sources.
6. Elaborate solid arguments based on management models for the decisions to be taken in the field of human resources
7. Know the key concepts and terminology in related management areas.
8. Student should possess an ability to learn that enables them to continue studying in a manner which is largely self-supervised or independent

9. Students should know how to apply the knowledge they acquire and be capable of solving problems in new or little-known areas within broader contexts (or multidisciplinary contexts) related to their area of study
10. Students should know how to communicate their conclusions, knowledge and final reasoning that they hold in front of specialist and non-specialist audiences clearly and unambiguously
11. Understand the relationships among LSCM and human resources, quality and environmental management, and project management.
12. Work collaboratively in a group.

Content

CU1: Quality and Environmental Management (3 ECTS)

The main topics of the course are:

- Quality concepts and terminology Evolution of Quality. Quality system models.
- Quality standards. Business Excellence models, quality self-assessment methodology.
- Quality improvement methods and tools.
- Leadership, strategic quality planning. Quality costs.
- Principles of supply chain management. Process focused organization.
- Environmental management systems and their components, standards. Series of ISO 14000 standards.
- Environmental aspects, their interconnection with product manufacturing and delivery of services.
- Risk analysis. Characteristics. Procedure.
- Risk analysis of hazardous industrial objects. Software for modelling of spread of dangerous events consequences.
- Risk management.

CU2: Human Resources (3 ECTS)

The course is based on the following thematic units:

- Modeling of human resource management. Goals of human resource management in a company.
- Statistics of personnel, work analysis.
- Planning of personnel, personnel recruitment and selection.
- Introduction of employee into work, evaluation of work performance.
- Personnel development (training), planning of carrier.
- Efficiency and effectiveness of work collective. Approaches and tasks in team building.
- Model of work collective operation. Methods of effectively and efficiency development.
- Size and structure of work collective. Optimum of a group or structures of a work collective.
- The type of organization. Setting tasks and goals for a group.
- Assessment and evaluation of employees. Workshops and moderation of workshops. Collective decision making.
- Solving of conflicts. Psychological characteristic and evaluation of a group.
- Motivation of a personnel. Motivators of human being.
- Work-behaviour and main motives of it. External motivators.
- Development of a motivation system in a company.

Methodology

CU1: Quality and Environmental Management (3 ECTS)

The main topics of the course are covered from the following viewpoints:

- Process;
- Activities;
- Standards;
- Methods applied;
- Best practice examples.

To ensure that the aim of the course is successfully attained, theoretical studies are complemented with practical deployment and analysis of the technologies discussed.

The case analysis (essay) is a work in group that will be presented to the class. The student should be able to perform individually and in teams a real-life case analysis related to non-conforming quality of supply chains problems. The activities consist of Independent learning, e.g. search and study of scientific papers and other available information related to the essay topics. The student has to show the understanding of TQM, process management, quality system, risk assessment and quality improvement principles and methodologies and additional topics not covered in lectures.

CU2: Human Resources (3 ECTS)

The course is based on thematic units and there are not less than two individual assignments in each unit, which are based on particular theoretical subject and practical case studies. For better understanding of the topic it is recommended to read additional information available in mass media. In practical studies students analyze and evaluate situations, do well grounded decisions, elaborate situation analysis on moral and ethical conflicts on basis of that they are able to give recommendations for improvement of situation. Learning activities include lectures, group discussions, situation and case studies, students presentations and supplementary reading.

Activities

Title	Hours	ECTS	Learning outcomes
Type: Directed			
CU1. Theory lectures	30	1.2	1, 7, 11
CU2. Theory lectures	30	1.2	6, 7, 11
Type: Supervised			
CU1. Case analysis	12	0.48	2, 3, 4, 5, 9, 10, 12
CU2. Case analysis	15	0.6	2, 3, 4, 5, 9, 10, 12
Type: Autonomous			
CU1. Essay preparation	12	0.48	1, 2, 7, 9, 11, 12
CU1. Mastering in the lectured course material	12	0.48	1, 7, 8, 9, 11
CU2. Mastering in the lectured course material	24	0.96	6, 7, 8, 9, 11

Evaluation

Evaluation activities in CU1: Quality and Environmental Management (3 ECTS)

The final mark of this course will be calculated from the assessment of following evaluation activities:

- Mid-term exam: Written exam. 20 multiple choice questions and 4 theoretical questions on the topics discussed during lectures.
- Final exam: Written exam. 20 multiple choice questions and 4 theoretical questions on the topics discussed during lectures.
- Tests: Four tests (answers to 15 multiple choice questions at each test) to facilitate home reading of text-book, the tests are posted on ORTUS (Intranet of RTU).

- In-class assignments and case analysis: Case studies and work on assignments in groups with presentation and discussion of results.
- Essay content: 3-4 pages report on the individual research about quality management, environmental management and risk assessment problems. Through the case analysis (essay), the student has to show the understanding of TQM, process management, quality system, risk assessment and quality improvement principles and methodologies and additional topics not covered in lectures.

Evaluation activities in CU2: Human Resources (3 ECTS)

The final mark of this course will be calculated from the assessment of following evaluation activities:

- Active course participation: Individual and group assignments during the course
- Tests and presentation: Tests are based on the lectures and supplementary reading materials and Oral presentation on the HRM contemporary issues and their implementation in organization.
- Final Exam: Written exam. The students have two tasks: the analysis of a case to apply what they have learnt and multiple choice questions with mandatory explanation

CU1 and CU2

The module final mark will be averaged 50% from both course unit qualifications. In order to average all the evaluation activities, the mark of each of them must be above 4 points (out of 10). All the report-based activities must be submitted within the due dates specified by the professor. If a report-based activity is failed, the student will be asked to re-submit its report according to the corrections/indications provided by the professor. If the exam is failed, the student will have the opportunity to retake it. The dates for retaking an exam will be communicated to the student well in advance.

The weights of each evaluation activity are given in the table below.

Evaluation activities

Title	Weighting	Hours	ECTS	Learning outcomes
CU1. Essay content	18%	0	0	1, 2, 3, 4, 5, 7, 8, 9, 10, 11
CU1. Final exam	20%	2	0.08	7, 9, 11
CU1. In-class assignments and case analysis	18%	3	0.12	3, 7, 9, 10, 11, 12
CU1. Mid-term exam	20%	2	0.08	7, 9, 11
CU1. Tests	24%	2	0.08	7, 11
CU2. Active course participation	10%	0	0	3, 6, 7, 10, 11, 12
CU2. Final exam	60%	2	0.08	6, 7, 9, 11
CU2. Tests and presentation	30%	4	0.16	2, 3, 4, 5, 6, 7, 8, 10, 11

Bibliography

CU 1:

1. Foster, S.,T. Managing Quality: Integrating the Supply Chain. Third edition, New Jersey: Pearson Education, 2007.
3. Lennart Piper, Sven-Olof Ryding, Curt Henricson Continual improvement with ISO 14000 IOS Press, 2003.

5. Gardner, R.A. The Process-Focused Organization: A Transition Strategy for Success. - Milwaukee WI: ASQ Quality Press, 2004.
6. Besterfield D.H. Quality Control. 7th ed. - Pearson Prentice Hall, 2004.
7. Oakland, J.S. Oakland on Quality Management. Oxford: Elsevier Butterworth- Heinemann, 2004.

CU2:

1. Joshi M. Human Resource Management, 1st ed., 2013, e-book (<http://bookboon.com/en/human-resource-management-ebook>).
2. Senyucel Z. Managing the Human Resources in the 21st century, 2009, e-book (<http://bookboon.com/en/hrm-managing-the-human-ressource-ebook>).
3. Timms P. HR2025: Human Resources Management in the Future, 1st ed, 2013, e-book (<http://bookboon.com/en/hr2025-human-resource-management-in-the-future-ebook>).