People Management Models

2019/2020

Code: 43161
ECTS Credits: 6

Degree	Type	Year	Semester
4313788 Management of Human Resources in Organizations	OB	0	1

Contact

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Teachers

Jesus Rojas Arredondo

External teachers

Alegria Alonso

Clara Selva

Use of Languages

Principal working language: spanish (spa)

Prerequisites

There are no prerequisites for studying this Module.

Objectives and Contextualisation

This module introduces and discusses the various approaches to people management in an organisation, placing them in the historical context in which they belong, helping students to be able to make connections between the suppositions, operational characteristics and the implications of each model and be able to recognise them in the way an organisation develops its HR management.

Competences

- Identify indicators that help to develop the potential of the individuals that make up an organisation, collectively and individually.
- Provide technical advice on human resources matters for different areas of an organisation.
- Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.
- Work in a team, taking advantage of companions' different ways of thinking and acting.

Learning Outcomes

1. Assess the possibilities and limitations of each model of human resources management, in terms of staff development.
2. Identify the the model of human resources management followed by a particular organisation on the basis of a series of guidelines.

3. Identify the type of needs or wishes regarding human resources management that an area of the organisation may have, on the basis of the human resources model being applied.
4. Indicate advantages and disadvantages of requests from the areas of an organisation regarding human resources, depending on the model applied.
5. Jointly formulate the implications of the different models of human resources management at the levels of organisation, group and individual.

Content

1.- Historical development of HR management

- Traditional stage
- Human relationships stage
- HR stage

2.-Individuals, organisations and work

- Humanistic vision of the company
- Lines of change and brakes in organisational change Paradigms in people management

3.- HR Management Models (Competency model)

- Origin and concept of competencies Profile of competencies and their application
- Competencies and management systems

4.- Emerging models in HR management

- New factors influencing HR management
- New methods in HR management

5.- Identifying the models in practice

- Identifying the models in the management of various cases

Methodology

- Master classes / lectures
- Debates
- Personal study
- Reading articles and reports of interest

Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Analysis of practical cases	7	0.28	4, 1
Masterclass	15	0.6	3, 2
Sessions of work grupal in classroom	8	0.32	5
Type: Supervised			
Supervision grupal	60	2.4	5, 1

Type: Autonomous			
Reading of texts and individual work and grupal	60	2.4	4, 3, 2

Assessment

Continuous evaluation based on three exercises (assignments) to develop during the module.

Assignment 1: Preparation of a technical-scientific article on the development of new people management models or Preparation of a technical-scientific article on an HR management model proposal.

Assignment 2: List of competencies.

Assignment 3: Management system for competencies

Students who get a final mark of between 4.00 and 4.99 at the end of the module, due to not handing in assignments because of a justified situation (sickness etc.) may hand in alternative work proposed by the teaching staff of this module.

Retakes

Students who fail the established criteria to pass the module and those who have been evaluated in a set of activities with a weighting of two-thirds of the total score for the module may retake it.

The minimum mark to retake the module is 3.5.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Evidence 1: Exercise of preparation of an article	35%	0	0	5
Evidence 2: Listing of competitions	25%	0	0	4, 5
Evidence 3: System of management by competitions	40%	0	0	4, 5, 3, 2, 1

Bibliography

Abarzúa, E. & Robles, J. (2001). Modelo de balance e indicadores para la gestión de Recursos Humanos. Working paper, no publicado.

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Ulrich, D (1996). *Human Ressource Champion.* Boston: Harvard Business School Press.

Dolan, S.; Schuler, R.; Jackson, S. y Valle, R. (2003). *La Gestión de los Recursos Humanos* (3ª Ed.). McGraw Hill. Madrid.

Gómez-Mejía, L.; Balkin, D. (2001). *Dirección y gestión de los recursos humanos.* Pretice Hall. Madrid.

INFESTAS GIL, A; SANAGUSTIN, Mª V. (coords.) (2004) *Hacia una nueva empresa.* Salamanca: Amaru

KÖHLER, H-D; MARTÍN ARTILES, A. (2007) *Manual de de la sociología del trabajo y de las relaciones laborales*. Madrid: Delta Publicaciones (2º edición). CAP 2: "La empresa" (pp 33-54).

Martín-Quirós, Mª Angustias y Zarco Martín, Victoria (2009). *Psicología del Trabajo, de las Organizaciones y de los Recursos Humanos*. Ediciones Pirámide. Madrid.

Rodríguez-Serrano. JC. (2011). *El modelo de gestión de recursos humanos*. Editorial UOC

Valle Cabrera, Ramón J. (2003). *La gestión Estratégica de los Recursos Humanos*. Pearson Prentice Hall. Madrid.

Papers

Castro, J-L., Guérin, F. & Lauriol, J. (1998). Management estratégique et gestion des ressources humaines. Le modèle des 3C en question. *Revue francaise de gestion, no118*, Mars, Avril, Mai 1998.

Connolly, T., Mardis, W., & Down, J. (1997). Transforming Human Resources. *Management Review , Junio* 1997.