UAB
Universitat Autònoma de Barcelona

Processes 2. Incorporation and Separation

Code: 43163
ECTS Credits: 6

2024/2025

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

Contact

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Teachers

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Teaching groups languages

You can view this information at the end of this
document.

Prerequisites

There are no prerequisites

Objectives and Contextualisation

This module aims for the student to be able to analyse and reflect on the incorporation processes (recruitment,
selection and welcome) and the dismissal of personnel, emphasising the connection with HR's planning and
strategy and the characteristics of the organisation.

The methodology used by professionals in such processes will be reflected on, and it will then be applied in
simulated cases.

Key skills such as planning, organisation and implementation control will be worked on.

Competences

- Communicate and justify conclusions clearly and unambiguously to both specialised and non-specialised audiences.
- Detect individual and/or group features that affect the members of an organisation.
- Plan, organise and monitor one's own professional activity.
- Provide technical advice on human resources matters for different areas of an organisation.

Learning Outcomes

1. Choose evaluation instruments to fit the desired profiles in a selection process.
2. Design a protocol for managers who will break the news of termination to employees.
3. Submit a plan to host members of the organization to participate in its implementation
4. Take remedial action in a series of selection processes that presents certain deficiencies.

Content

1. Organising the selection process
    1. Planning the organisation's needs
    2. Analysis of the demand and determining the profiles
    3. Design and validation of the process
3. Recruitment sources
    1. Recruitment and the labour market
    2. Recruitment and Selection 2.0
5. Tools and evaluation techniques
    1. Criteria, measures and predictors
    2. Validity and reliability
    3. The selection interview
    4. Other techniques and evaluation tools
7. Socialisation processes
    1. Familiarisation with the corporate culture
    2. The psychological contract and socialisation within organisations
9. Welcome plans
    1. What a welcome programme consists of. Its origins and phases
    2. Welcome manual
    3. The welcome interview
11. Management of dismissals
    1. Dismissal and its costs
    2. Types of dismissals
    3. Staff reduction
    4. Negotiation in organisational restructures

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Case/Situation resolution sessions and intervention defence	19	0.76	2, 3
Observation of real or simulated practical situations on video	11	0.44	1, 2
Type: Supervised			
Analysis and resolution of cases	38	1.52	3, 4

Practice with management techniques and tools	22	0.88	1, 4
Type: Autonomous			
Elaboration and writing of works	30	1.2	1, 2, 3, 4
Search and collection of information, reading and study of documentation	18	0.72	1, 2, 3, 4
Structuring and synthesis of information	12	0.48	1, 2, 3, 4

- Practical activities will be carried out in the classroom along with a review of technical documentation.
- Solving problems / cases / exercises in small groups and pooling of conclusions with the whole group.
- Solving problems / cases / exercises through activities in the virtual classroom.
- Preparation of written work, presentations or reflections.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Assessment

Continous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Assignment 1: Practical case study of personnel selection	35%	0	0	1, 4
Assignment 2: Practical case study of a dismissal	35%	0	0	2
Assignment 3: Practical case study of the staff welcome process	30%	0	0	3

Basis of the contents worked on in the classroom during the face-to-face sessions and the study of the materials available to students, as well as the necessary consultations of the bibliography, each student will have to produce a document which answers the questions raised in the "Evaluation Case Study."

This practical case study is approached as a situational exercise that integrates the main content of the module with a business vision pertaining to the organisational environment used as a context for the case. Thus, the answers prepared by the student provides evidence of learning in the three knowledge areas included in the module, each one representing a percentage of the final mark: Selection (35%), Welcome (30%) and Dismissal (35%).

Unique assessment

Article 265. Avaluació única

2. La sol·licitud d'avaluació única suposa la renúncia a l'avaluació continuada, i implica el lliurament en una única data del nombre necessari d'evidències avaluadores per acreditar i garantir la consecució dels objectius i els resultats d'aprenentatge establerts en l'assignatura.

The single evaluation does not imply non-attendance to the face-to-face sessions. During the face-to-face sessions, activities that are necessary to satisfactorily complete the evaluation evidences can be carried out.

Students who choose the single evaluation option will present, once the module is finished, the same evidences foreseen for the continuous evaluation modality.

The same resit system as the continuous assessment will be applied.

Retakes

Students who fail to reach 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.

Evaluation Guidelines of theFaculty of Psychology:
https://www.uab.cat/doc/DOC_Pautes_Avaluacio_2023_2024

Bibliography

Cantera, F.J. y Gil, F. (2006) Estrategia de transición y desvinculación de personas. En *Estrategia integral e integrada de gestión de personas* (pp. 403-433). Madrid: Prentice Hall.

Córcoles, A.I. (2007) *El manual de acogida en la empresa: la tabla de salvación para jefes y empleados.* Madrid: Fundación Confemetal.

Chamorro-Premuzic, T. Y Furnham, A. (2010) *Psicología de la Selección de Personal.* Madrid: Tea Ediciones

Gan, F. y Triginé, J. (2006). *Manual de instrumentos de gestión y desarrollo de las personas en las organizaciones.* Madrid: Díaz de Santos.

García M., Hierro, E. y Jiménez, J.J. (2001) *Selección de Personal, sistema integrado.* Madrid: Esic

Gómez-Mejía, L., Balkin, D. y Cardy, R. (2001) Gestión del despido de trabajadores, reducción del tamaño empresarial y colocación externa. En *Dirección y gestión de RR.HH* (pp. 215-242). Madrid: Prentice Hall.

Salgado, J.F. y Moscoso, S. (2005) *Entrevista conductual estructurada de selección de personal.* Madrid: Pirámide

International Journal of Selection and Assessment

www.ijsa.org

Instrumentos de evaluación psicológica

www.teaediciones.com

Software

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Language list

Name	Group	Language	Semester	Turn

(TEm) Theory (master)	1	Spanish	first semester	afternoon