esade

People Management

UGRA_002647

Departments	Department of People Management and Organization
Language	English, Spanish, Catalan
ECTS	6
Lead faculty	Serrano Rasero, Ignacio - ignacio.serrano@esade.edu
	Trullén Fernández, Jordi - jordi.trullen@esade.edu
	Ríos Ballano, Sergio - sergio.rios@esade.edu

Course objectives

1. Understand what managing people within organizations means and why it is a basic element, both strategically and tactically, comprehending its impact on corporate profit and loss accounts, business models, and strategic objectives.

2. Become aware of the challenges and responsibilities that managers, executives, and supervisors face when managing their employees.

3. Become familiar with basic people management concepts in organizations (recruitment, selection, promotion, development, performance, remuneration, labor relations, commitment, etc.) and with the application of specific technical instruments (job analysis and descriptions, competency model, recruiting sources, selection systems, orientation and professional development plans, PDIs, salary mix, etc.) which make it easier to carry out those functions in an attempt to maximize the value that people provide.

4. Develop specific competencies, such as teamwork, initiative, a focus on results, and the ability to communicate information and transfer knowledge.

Prerequisites

There are no prerequisites for this course.

Description

Course contribution to the program

Through this course, students will have to understand the key concepts associated to people management and be capable of using different tools. The aim of this course is for students to understand and be able to manage the factors that have a significant impact on employee behavior at work and that increase their organizations' competitiveness and ability to achieve results, while also furthering employees' talent.

The course thus proposes facilitating students' understanding of the criteria, logics, functions, and processes involved in managing people.

The course's contribution to the program is essential, establishing the people management foundations which students, as future executives, businesspeople, entrepreneurs, or managers, will need to have. In this respect, the course is targeted at future managers, regardless of the functional area in which they work.

Brief description

Methodology

This course combines faculty explanations regarding concepts related to the readings followed by discussions and debates about these concepts as they are applied (for example, through HR case studies, in-class practical exercises and activities, questionnaires, and quizzes). The aim is for students to understand and assimilate the content of each session to then be able to apply it, evaluated by means of an ongoing assessment method.

Obviously, many cases and situations in the human resource area do not have a "correct" answer or imply the ability to say that a given decision is the "best." It's also true that certain responses or, especially, management approaches applied to given situations are more correct than others. Thus, students have to be capable of understanding and evaluating how certain reference frameworks and conceptual analytical models enable them to better face the challenges that people management poses.

Workload distribution

The course comprises various in-person sessions, each lasting 2.5 hours. In addition, students have to carry out group fieldwork in a real organization, describing, analyzing, and, if possible, forwarding proposals to address any people management challenges they may have identified.

Assessment criteria

Assessment of students' work in class is based on the level of their in-class participation and their attendance as well as the tests/quizzes on the readings they prepare ahead of time and other exercises designed to make the class sessions more dynamic.

Students' in-company projects will be assessed based on their technical reports and presentations before a panel.

Learning outcomes from the program

BBA20-Bachelor of Business Administration (BBA)

- Business management skills
  - Familiarity with the economic, legal, and social concepts that define the context in which companies and other organizations operate, their areas of action, and their potential clients.
  - Propose solutions from the view of different functional areas, applying their knowledge and business management tools.
  - Apply the fundamental concepts and tools from different business management disciplines to explain a problem associated to the business area.

- Teamwork
  - Through their behavior, create a positive dynamic within their teams and achieve the latter's objectives.

- Understand and value diversity
  - Recognize the challenges and opportunities associated to achieving diversity within teams and organizations.

Bibliography

Gowan, M., De Marr, B., David, J. *Human Resource Management*. Sage (Book)

Gómez-Mejía, L., Balkin, D., Cardy, R. *Dirección y Gestión de Recursos Humanos*. Prentice Hall (Book)

Dolan, S., Valle, R., Jackson, S., Schuler, R. *La gestión de los recursos humanos*. McGraw Hill (Book)

Lepak, D., Gowan, M. *Human Resource Management*. Pearson (Book)

Activities

In-class discussions and dialogue

Analytical exercises

Written and/or oral exams

Fieldwork

Teamwork

Tests

Group presentations

Readings

Case study resolution

Presentations

Essays

Interaction with guest professionals

Project preparation and presentation

Company and consulting projects

Case study analyses

Content

#	Module
1	1. Global view of people management: What does strategic HR management mean? a) examination of personnel policy focuses based on general company policies. Business and HR strategies; and b) foundations of people management: - Organizational structure and job analyses and descriptions. - Competency-based management as a transversal model. - HR planning (supply and demand).
2	2. Engagement (managing the HR flow), recruitment (sources and means), selection (processes and tools), and incorporation (contracts and onboarding/socialization). Person/job assignment and fit. Organizational and personnel development: Planning careers, mobility, and promotion options. Succession management and planning. Training and development. Leaving the organization: Employment separation.
3	3. Contribution (performance management), people's expectations and organizational needs: Determining employees' expected contributions. Factors influencing the performance achieved. Performance measurement processes: Objectives and means. The performance evaluation cycle (planning, follow-up, and evaluation). Evaluation implications: Remuneration, training, and employment decisions.
4	4. Compensation: Compensation criteria (the 4 Ps) and defining remuneration structures. Compensation mix. Determining salaries in internal job markets: Internal equity and external competitiveness. Additional compensation elements: Motivation, integration, and career expectations. Understanding the related short and medium-term economic-budgetary impact.
5	5. Labor relations management (collective dimension). Origin. Key topics (employment rate, salaries and benefits, working conditions). Actors: Government, employees and their representatives (unions), and employers and

#	Module
5	their representatives (business associations). Institutional labor relations mechanisms: Information/communication, representation, and participation. Trends: New labor relations? Utility versus possibility: The labor relations paradigm. Factors (sector/industry, types of contracts, and other variables).

Assessment

Tool	Assessment method	Category	%
In-class analysis and discussion of different topics	In-class analysis and discussion of different topics	Both ordinary round and retake	33%
Teamwork	Teamwork	Ordinary round	33%
Written and/or oral exams	Written and/or oral exams	Ordinary round	33%
Written and/or oral exams	Written and/or oral exams	Retake	66%

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA20 Year 3 (mandatory)

BBA23- Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA23 Year 3 (mandatory)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBE20 Year 1 (mandatory)
BBE20 Year 3 (mandatory)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD20 Year 4 (mandatory)