

[GOI203] PEOPLE MANAGEMENT

GENERAL INFORMATION

Studies	DEGREE IN INDUSTRIAL ORGANIZATION ENGINEERING		Subject	Human Factor
Semester	2	Course	3	Mention / Field of specialisation
Character	COMPULSORY		Language	EUSKARA
Plan	2017	Modality	Adapted Face-to-face	Total hours
Credits	4,5	Hours/week	3.22	58 class hours + 54.5 non-class hours = 112.5 total hours

PROFESSORS

URIBETXEBARRIA ANDRES, URTZI
ARRIOLA ORMAETXEA, LEIRE

REQUIRED PREVIOUS KNOWLEDGE

Subjects	Knowledge
(No specific previous subjects required)	(No previous knowledge required)

SKILLS

VERIFICA SKILLS

SPECIFIC

GOC304 - To get people involved and guide them towards a common goal with a global vision of the work to be done, striking a balance between individual and group interests.

GOC309 - To solve problems and analyse the implications of the solution proposed by defining actions which hinder the reappearance of problems (stable solution) and taking part in various work teams.

GOC310 - To draft different types of documents, arguing and justifying the conclusions and solutions presented therein and to communicate, present and share the information appropriately.

GENERAL

GOCT07 - To coordinate and motivate human teams in professional tasks and the resources required for these tasks.

BASIC

G_CB2 - To be able to apply knowledge to occupational or professional tasks; have the necessary skills to pose and defend arguments, and to solve problems within their field of study

G_CB4 - To be able to communicate information, ideas, problems and solutions to both expert and lay audiences

ENAE LEARNING RESULTS

	ECTS
ENAE04 - Knowledge and understanding: To be aware of the multidisciplinary context of engineering.	1,57
ENAE05 - Analysis in engineering: Ability to apply their knowledge and understanding in identifying, formulating and solving engineering problems using established methods.	0,9
ENAE08 - Engineering projects: Ability to apply their knowledge in the development and completion of projects which meet specific requirements.	0,45
ENAE09 - Engineering projects: Understanding of the different methods and ability to use them.	0,45
ENAE15 - Practical application of engineering: Understanding of applicable methods and techniques and their limitations.	0,23
ENAE17 - Transversal competences: To work effectively, both individually and in a team.	0,45
ENAE18 - Transversal competences: To use different methods to communicate effectively with the engineering community and society in general.	0,44

Total: 4,5

LEARNING RESULTS

RG301 Assumes responsibilities in the work team, organizing and planning the tasks to be developed, facing the contingencies and encouraging the participation of its members.

LEARNING ACTIVITIES

	CH	NCH	TH
Development, writing and presentation of memorandums, reports, audiovisual material, etc.		5 h.	5 h.
Relating to projects/POPBLs carried out individually or in teams			

EVALUATION SYSTEM

	W
Technical skills, involvement in the project, finished work, obtained results, handed documentation, presentation and technical defence	50%
Team oral tests for the evaluation of technical skills of the subject	50%

MAKE-UP MECHANISMS

(No mechanisms)

CH - Class hours: 0 h.
NCH - Non-class hours: 5 h.
TH - Total hours: 5 h.

RG302 Analyze the intervening variables in the problem and propose actions for a stable situation.

LEARNING ACTIVITIES		<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development, writing and presentation of memorandums, reports, audiovisual material, etc. Relating to projects/POPBLs carried out individually or in teams			5 h.	5 h.
EVALUATION SYSTEM		<i>W</i>	MAKE-UP MECHANISMS	
Reports of solving exercises, case studies, computer practices, simulation practices and laboratory practices	50%	<i>(No mechanisms)</i>		
Technical skills, involvement in the project, finished work, obtained results, handed documentation, presentation and technical defence	50%			

CH - Class hours: 0 h.
NCH - Non-class hours: 5 h.
TH - Total hours: 5 h.

RG304 Define the problem, develop the solution and present the conclusions in a efficient manner, arguing and justifying each one of them in writing.

LEARNING ACTIVITIES		<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development, writing and presentation of memorandums, reports, audiovisual material, etc. Relating to projects/POPBLs carried out individually or in teams			4 h.	4 h.
EVALUATION SYSTEM		<i>W</i>	MAKE-UP MECHANISMS	
Reports of solving exercises, case studies, computer practices, simulation practices and laboratory practices	50%	<i>(No mechanisms)</i>		
Technical skills, involvement in the project, finished work, obtained results, handed documentation, presentation and technical defence	50%			

CH - Class hours: 0 h.
NCH - Non-class hours: 4 h.
TH - Total hours: 4 h.

RG305 Define the problem, develop the solution and present the conclusions in a efficient manner, arguing and justifying each one of them in spoken form.

LEARNING ACTIVITIES		<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development, writing and presentation of memorandums, reports, audiovisual material, etc. Relating to projects/POPBLs carried out individually or in teams			4 h.	4 h.
EVALUATION SYSTEM		<i>W</i>	MAKE-UP MECHANISMS	
Reports of solving exercises, case studies, computer practices, simulation practices and laboratory practices	50%	<i>(No mechanisms)</i>		
Technical skills, involvement in the project, finished work, obtained results, handed documentation, presentation and technical defence	50%			

CH - Class hours: 0 h.
NCH - Non-class hours: 4 h.
TH - Total hours: 4 h.

RG0309 [!] *Define y programa estrategias para realizar diagnósticos entorno a la cultura de empresa.*

LEARNING ACTIVITIES

	<i>CH</i>	<i>NCH</i>	<i>TH</i>
Individual study and work, tests and evaluations and check points	18 h.	10 h.	28 h.
Presentation of the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	20 h.	14 h.	34 h.

EVALUATION SYSTEM

W

Individual written and oral tests to assess technical skills of the subject	50%
Reports of solving exercises, case studies, computer practices, simulation practices and laboratory practices	50%

MAKE-UP MECHANISMS

Individual written and oral tests to assess technical skills of the subject

CH - Class hours: 38 h.
NCH - Non-class hours: 24 h.
TH - Total hours: 62 h.

RG0310 [!] *Propone intervenciones para el desarrollo de las personas con el objetivo de favorecer el logro de los objetivos de la empresa.*

LEARNING ACTIVITIES

	<i>CH</i>	<i>NCH</i>	<i>TH</i>
Individual or team workshop and/or lab practice	20 h.	12,5 h.	32,5 h.

EVALUATION SYSTEM

W

Reports of solving exercises, case studies, computer practices, simulation practices and laboratory practices	50%
Technical skills, involvement in the project, finished work, obtained results, handed documentation, presentation and technical defence	50%

MAKE-UP MECHANISMS

Individual written and oral tests to assess technical skills of the subject

CH - Class hours: 20 h.
NCH - Non-class hours: 12,5 h.
TH - Total hours: 32,5 h.

CONTENTS

Key theories from the 20th century.

SHRM (Strategic Human Resource Management):

- Human Resource Management prospectives.
- People's strategic value.

Challenge: How to "unleash" the energy of the people to improve the common project of the organization.

Measures and diagnoses.

Development of the leadership.

Development of the HRM policies and practices.

LEARNING RESOURCES AND BIBLIOGRAPHY

Learning resources	Bibliography
Technical articles Topic related web quires Class presentations Slides of the subject Presentations by external Lecturers Topic related web quires	<p>Bruch, H., & Ghoshal, S. (2003). Unleashing organizational energy. <i>MIT Sloan Management Review</i>, 45(1), 45.</p> <p>Laloux, F. (2014). <i>Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness</i>. Nelson Parker.</p> <p>Gallup. (2020). <i>State of the Global Workplace</i>. New York: NY: GALLUP PRESS.</p> <p>New Cultures Adegi: https://www.adeqi.es/ncg/</p> <p>Future of people academy: https://futureofpeople.academy/</p> <p>Porter, M. E. (1980). <i>Competitive strategy: Techniques for analyzing industries and competitors</i>. Simon and Schuster.</p> <p>Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. <i>Journal of Management</i>, 17(1), 99&#8211;120. https://doi.org/10.1177/014920639101700108</p> <p>Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. <i>Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management</i>, 37(1), 31- 46.</p> <p>Lawler III, E. E. (1986). <i>High-Involvement Management. Participative Strategies for Improving Organizational Performance</i>. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.</p> <p>Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A. L., & Bailey, T. A. (2000). <i>Manufacturing advantage: Why highperformance work systems pay off</i>. Cornell University Press.</p> <p>Boxall, P., & Macky, K. (2009). Research and theory on high&#8208;performance work systems: progressing the high&#8208;involvement stream. <i>Human resource management journal</i>, 19(1), 3-23.</p> <p>Nishii, L., & Wright, P. M. (2008). Variability within organizations: Implications for strategic human resource management. Retrieved from http://digitalcommons.ilr.cornell.edu/cahrswp/467/</p> <p>Snell, S. A., & Dean Jr, J. W. (1992). Integrated manufacturing and human resource management: A human capital perspective. <i>Academy of Management journal</i>, 35(3), 467-504.</p> <p>Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. <i>Academy of Management Perspectives</i>, 1(3), 207-219.</p> <p>Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62</p> <p>Porter, M. E. (1997). <i>Competitive strategy. Measuring business excellence</i>.</p> <p>Arthur, J. B. (1992). The link between business strategy and industrial relations systems in American steel minimills. <i>Ilr Review</i>, 45(3), 488-506.</p> <p>Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. <i>Academy of management review</i>, 24(1), 31-48.</p> <p>Schein, E. (1991). What is Culture? In P.J. Frost, Martin, L.F.Moore, C.C.Lundberg, & M.R. Louis, (Eds.), <i>reframing organizational culture</i> (pp.243-253). Thousand Oaks, CA: Sage.</p> <p>Cooke, R., & Lafferty, J. (1987). <i>Organizational culture inventory</i>. Plymouth, MI: Human Synergistics, Inc</p> <p>Harrison, M. T., and J. M. Beyer, <i>The Culture of Organizations</i> (Englewood Cliffs, NJ: Prentice Hall, 1993); O&#8211;Reilly, C. A., J. Chatman, and D. F. Caldwell, &#8220;People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit,&#8221; <i>Academy of Management Journal</i>, vol. 34, no. 3 (September 1991), pp. 487&#8211;516</p>