

## [MLC003] People-centred company

### GENERAL INFORMATION

<b>Studies</b>	UNIVERSITY MASTER'S DEGREE IN PRODUCTIVE LOGISTICS OPERATIONS MANAGEMENT		<b>Subject</b>	21st century business	
<b>Semester</b>	2	<b>Course</b>	1	<b>Mention / Field of specialisation</b>	
<b>Character</b>	COMPULSORY		<b>Modality</b>	Face-to-face	
<b>Plan</b>	2022		<b>Language</b>	CASTELLANO/ENGLISH	
<b>Credits</b>	4,5	<b>Hours/week</b>	0	<b>Total hours</b>	63 class hours + 49.5 non-class hours = <b>112.5 total hours</b>

### PROFESSORS

SANCHEZ ZEZIAGA, ANE

### REQUIRED PREVIOUS KNOWLEDGE

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

### LEARNING RESULTS

LEARNING RESULTS	KC	SK	AB	ECTS
<b>MLR031</b> - Explains and argues the keys to high involvement work systems and assesses different tools for their measurement.		x	x	1,8
<b>MLR032</b> - The student develops organisations based on democratic principles and equality, in line with cooperative principles and social responsibility	x			0,4
<b>MLR033</b> - Programme strategies to drive high-impact organisational change towards high-involvement work systems.		x		1,7
<b>MLR301</b> - Works in multidisciplinary teams, without distinction, with a cooperative and participative attitude and efficiently communicates the results obtained orally and in writing in different languages. Without any limitation of accessibility to achieve the established objectives.	x		x	0,3
<b>MLR302</b> - Understands the impact of their profession on the environment in order to practice with social responsibility	x			0,3
<b>Total:</b>				<b>4,5</b>

KC: Knowledge or Content / SK: Skills / AB: Abilities

### SECONDARY LEARNING RESULTS

**RML104** [!] *Explica y argumenta las claves de sistemas de trabajo de alta implicación y valora distintas herramientas para su medición*

LEARNING ACTIVITIES	CH	NCH	TH
Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	17 h.		17 h.
Reading and personal and/or shared analysis of relevant and current publications (books, articles, catalogues, etc.) related to the speciality	4 h.	10 h.	14 h.
Carrying out work experience in real environments and writing the corresponding report	4 h.	10 h.	14 h.
EVALUATION SYSTEM	W	MAKE-UP MECHANISMS	
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	30%	Individual written and/or oral tests or individual coding/programming tests	
Individual written and/or oral tests or individual coding/programming tests	70%		

**CH - Class hours:** 25 h.

**NCH - Non-class hours:** 20 h.

**TH - Total hours:** 45 h.

**RML105** [!] *El alumno o alumna desarrolla organizaciones basadas en principios democraticos y de igualdad, en linea con los principios cooperativos y de responsabilidad social*

LEARNING ACTIVITIES	CH	NCH	TH
---------------------	----	-----	----

Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	6 h.		6 h.
Reading and personal and/or shared analysis of relevant and current publications (books, articles, catalogues, etc.) related to the speciality	2 h.	2 h.	4 h.

#### EVALUATION SYSTEM

**W**

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

100%

#### MAKE-UP MECHANISMS

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

**CH - Class hours:** 8 h.

**NCH - Non-class hours:** 2 h.

**TH - Total hours:** 10 h.

### **RML106** [!] *Programa estrategias para dirigir el cambio organizativo con alto impacto hacia sistemas de trabajo de alta implicación*

#### LEARNING ACTIVITIES

**CH**

**NCH**

**TH**

Carrying out/resolving projects/challenges/cases, etc. to provide solutions to problems in interdisciplinary contexts, real and/or simulated, individually and/or in teams	2 h.	12,5 h.	14,5 h.
Computer simulation exercises, individually and/or in teams	6 h.	10 h.	16 h.
Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	12 h.		12 h.

#### EVALUATION SYSTEM

**W**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

30%

Individual written and/or oral tests or individual coding/programming tests

70%

#### MAKE-UP MECHANISMS

Individual written and/or oral tests or individual coding/programming tests

**CH - Class hours:** 20 h.

**NCH - Non-class hours:** 22,5 h.

**TH - Total hours:** 42,5 h.

### **RML301** [!] *Trabaja en equipos multidisciplinares, sin distinción ninguna, con actitud cooperativa, participativa y comunica eficiente los resultados obtenidos de forma oral y escrita en distintos idiomas. Sin ninguna limitación de accesibilidad para alcanzar lo*

#### LEARNING ACTIVITIES

**CH**

**NCH**

**TH**

Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	3,5 h.	2,5 h.	6 h.
Carrying out/resolving projects/challenges/cases, etc. to provide solutions to problems in interdisciplinary contexts, real and/or simulated, individually and/or in teams	1,5 h.		1,5 h.

#### EVALUATION SYSTEM

**W**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

50%

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

50%

#### MAKE-UP MECHANISMS

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

**CH - Class hours:** 5 h.

**NCH - Non-class hours:** 2,5 h.

**TH - Total hours:** 7,5 h.

**RML302 [!]** *Entiende el impacto de su profesión en el entorno para ejercer con responsabilidad social*

**LEARNING ACTIVITIES**

Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams

Carrying out/resolving projects/challenges/cases, etc. to provide solutions to problems in interdisciplinary contexts, real and/or simulated, individually and/or in teams

**CH**

3,5 h.

**NCH**

2,5 h.

**TH**

6 h.

1,5 h.

1,5 h.

**EVALUATION SYSTEM**

**W**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

50%

50%

**MAKE-UP MECHANISMS**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

**CH - Class hours:** 5 h.

**NCH - Non-class hours:** 2,5 h.

**TH - Total hours:** 7,5 h.

**CONTENTS**

**People centric organizations**

The movement from survive to thrive

**Alternative ways of making business**

Meaningfulness at work

Job design

High involvement work systems

WIN-WIN Workplace

Evidence Based People Management

**Democratic and cooperative principles**

Learnings from a decade of research in the Bateratzen project

**Systems thinking**

Organizational understanding from a systemic perspective

Organizational change from a systemic perspective

**LEARNING RESOURCES AND BIBLIOGRAPHY**

**Learning resources**

Subject notes

Technical articles

**Bibliography**

Dignan, A. (2019). Brave new work: Are you ready to reinvent your organization?. Penguin.

Pink, D. H. (2011). Drive: The surprising truth about what motivates us. Penguin.

Laloux, F. (2014). Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness.

Kroon, B. (2021). Evidence Based HRM: What (do) we know about people in workplaces.

---

Boyett, J., & Boyett, J. (1998). The guru guide: The best ideas of the top management thinkers. New York: John Wiley & Sons, Inc.

Senge, P. M. (2005). La quinta disciplina en la práctica. Ediciones Granica SA.

Guest, D. E., Paauwe, J., & Wright, P. M. (Eds.). (2012). HRM and performance: Achievements and challenges. John Wiley & Sons

Boselie, P. (2014). Strategic Human Resource Management: A Balanced Approach. McGraw Hill

Elorza, U., & Garmendia, A. (2022). Bateratzen: Enpresa Lehiakorrak eta Pertsona Konprometitua.

Wright, D., & Meadows, D. H. (2008). Thinking in systems. Earthscan.