



Academic year	2014-15
Subject	20505 - Organizational Design and Human Resources
Group	Group 21, 1S, GTUR
Teaching guide	I
Language	English

Subject identification

Subject	20505 - Organizational Design and Human Resources
Credits	1.8 de presencials (45 hours) 4.2 de no presencials (105 hours) 6 de totals (150 hours).
Group	Group 21, 1S, GTUR (Campus Extens)
Teaching period	1st semester
Teaching language	English

Professors

Lecturers	Horari d'atenció als alumnes					
	Starting time	Finishing time	Day	Start date	Finish date	Office
Rebeca del Carmen Méndez Durón rebeca.mendez@uib.es	12:00h	13:00h	Monday	22/09/2014	31/07/2015	DB006

Contextualisation

Context

Management of organizations relies on two fundamental pillars: First, the definition of firm's strategy, second, the efficient and effective organization management for fulfilling strategic goals. Organizational Design and Human Capital focuses on the second pillar, and particularly on firms' internal organization and personnel management.

One of the main challenges of entrepreneurs, managers and any other agent running a firm is to establish the rules and coordination mechanisms that make the decision making process more efficient. Most of these rules and mechanisms are embedded in the organization's design. Therefore, building the organizational architecture that better supports the organization's strategy is a key aspect of the managerial function. On the other hand, firms, and particularly service providers such as Tourism Industry, require an efficient and effective way to recruit, develop and compensate human capital, so as it is the basis on which they operate. The Organizational Design and Human Capital course is aimed to provide the students with the knowledge, tools and abilities to develop the competences necessary to make organizational decisions; and to design, implement and evaluate personnel management policies.

In order to develop the full potential of the students, the course combines theoretical concepts derived from Economics and Organization Theory, and seminars and applied methodologies to analyze particular case studies and stylized situations equivalent to the real world problems in Tourism Industry.

Requirements





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Recommendable

The course does not demand full proficiency in any particular course. Nonetheless, it is recommended that students have obtained enough credits from the courses 'Introduction to business'.

Skills

Specific

- * CE-6. Acquiring a critical understanding of the importance of financial processes, business relations, market policies and the evolution of world economies that have a broad influence on tourism flows..
- * CE-7. Learning to gather, process, analyse and interpret information and to tackle tourism issues through the application of specific skills used by workers employed in different branches of tourism, including the appropriate use of information and communication technologies (ITC)..
- * CE-11. Demonstrating a command of a wide range of analytical and observational strategies, developed through habitual research methods used in different scientific fields during his/her academic training and consolidated in the workplace..
- * CE-12. Applying knowledge, methods and techniques in the workplace that have been acquired during his/her undergraduate training and developing them with a high degree of responsibility, ethical commitment and capacity for integration in multidisciplinary teams..

Generic

- * CG-3: Having the capacity to gather and interpret relevant quantitative, qualitative and spatial data, so as to make judgements that entail critical reflection on relevant tourism-related subjects of a spatial, social, economic, legal, scientific and ethical nature..
- * CG-4: Being able to get across information, ideas, problems and solutions in any of the tourism-related subject areas to both a specialist and non-specialist public..
- * CG-5: Having developed the necessary learning skills to undertake professional tasks and postgraduate tourism studies with a high degree of independence..

Basic

- * You may consult the basic competencies students will have to achieve by the end of the degree at the following address: <http://www.uib.eu/study/grau/Basic-Competences-In-Bachelors-Degree-Studies/>

Content

Theme content

1. Organizational design
 - * Introduction and key concepts.
 - * Agency theory, Transaction costs and Resources and capabilities theory.
2. Organizational structure
 - * Specialization, departamentalization, centralization.
 - * Work flow analysis





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3. Corporate Governance
 - * Introductory concepts.
 - * Financial Tools
 - * Control: appraisal of business units.
4. Organizational structure and innovation
 - * Introductory concepts
 - * Organizational learning
5. Human resource planning and job design.
 - * Strategic management of human resources
 - * Conducting job analysis
 - * Teamwork
6. Recruiting and selecting employees.
 - * Employee recruitment
 - * Employee selection
 - * Organizational culture
 - * Diversity management
7. Appraising and managing performance
 - * Process and methods
 - * Issues in appraisal of performance
8. Rewarding performance
 - * Fixed and variable salaries
 - * Indirect rewards
9. Human resource development
 - * Training workforce
 - * Career development

Teaching methodology

The course addresses several activities and tasks in order to facilitate the development and appraisal of competences. The Campus Extens online platform will be the base for all the activities during the course. Campus Extens will be used extensively to promote communication with professor and other students, as well as to share digital material.

Workload

Each of the activities show the distribution of workload according to different in-class or student learning assessment activities, and its equivalence to ECTS credits (1 ECTS credit is equivalent to 25 hours of workload).





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In-class work activities

Modality	Name	Typ. Grp.	Description	Hours
Theory classes	Lectures	Large group (G)	Presentation of the concepts of organizational design and its theoretical domain with a committed participation from students.	22.5
Seminars and workshops	Papers and case studies	Medium group (M)	Students will be organized into small groups in order to analyze papers or case studies about different situations, and management issues. Students will provide solutions to be discussed during classwork, while the professor will moderate the session.	9
Seminars and workshops	Presentations	Medium group (M)	Presentations are aimed to supervise the individual and group daily duties. These might require demonstrating public speaking, discussion, synthesizing, and use of ICT or teamwork skills.	6
Practical classes	Problem sets.	Medium group (M)	Students will show their proficiency on the course subjects by solving problems and discussing their results with their colleagues. Discussion and feedback will help to consolidate their knowledge and to develop their analysis and communication abilities.	3
Assessment	Final exam	Large group (G)	Written test at the end of the course (February). The test will validate whether student has acquired the competences and knowledges proposed by the course.	3
Assessment	Midterm exam	Medium group (M)	Written test on the subjects covered by the time of the assessment.	1.5

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

Distance education work activities

Modality	Name	Description	Hours
Individual self-study	Self-study.	Self-study is essential for assimilating the contents of the course. Therefore, students shall revise, read, and analyse professor's material, text books and further bibliography.	45
Group self-study	Information search.	Identification of sources of economic information that helps to solve tasks, duties and problem sets; and to generate new information based on this search.	20
Group or individual self-study	Preparation of assignments	Activities during seminars require preparation of materials involving research, essays and slides. Proactive preparation of materials will help to achieve teamwork, discussion, problem solving and problem management competences.	20





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Modality	Name	Description	Hours
Group or individual self-study	Projects, case studies and readings.	Development of self-regulated learning and teamwork abilities; problem solving, projects, case building and readings individually or in teams.	20

Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

Student learning assessment

We follow diverse techniques to appraise students' proficiency on the relevant competences. In order to learn whether the item is retrievable or not, evaluation criteria and weight in overall grades, please refer to the table below.

Students will obtain a global grade within 0 and 10. Student will obtain the credits of the course if she or he gathers at least 5 out of 10 in the weighted average of duties and tasks. Some of these duties require obtaining a minimum mark in order to succeed.

Important: None of the activities and tasks are retrievable during ordinary or complementary (February) periods; while students will retrieve activities during extraordinary evaluation periods (July). Student will obtain a mark of 0 (Zero) if she or he does not perform the task, with the sole exceptions of:

- 1) Accident.
- 2) Hospitalization.
- 3) Birth or adoption of a child.
- 4) Death of a family member up to second degree of consanguinity or first degree of affinity. In both cases, the situation must coincide with the date of the activity, thus making impossible its realization.
- 5) Circumstances derived from UIB activities:
 - a) Official mobility programs.
 - b) Participation in high performance sport activities.
 - c) Participation in cultural activities on behalf of UIB.

In the event of these circumstances, and whenever they are appropriately justified, a student might not perform an activity within the dates scheduled. In such case, the professor may propose an alternative due date, or to skip the activity in the final grade by rebalancing the relative weight of other activities.





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Lectures

Modality	Theory classes
Technique	Observation techniques (non-retrievable)
Description	Presentation of the concepts of organizational design and its theoretical domain with a committed participation from students.
Assessment criteria	Active and relevant participation during class sessions and Campus Extens

Final grade percentage: 5%

Papers and case studies

Modality	Seminars and workshops
Technique	Observation techniques (non-retrievable)
Description	Students will be organized into small groups in order to analyze papers or case studies about different situations, and management issues. Students will provide solutions to be discussed during classwork, while the professor will moderate the session.
Assessment criteria	Quality of the case study or papers. Clarity and order in debates and discussions. Formal aspects of writing (contents, clarity and order) and debate.

Final grade percentage: 15%

Presentations

Modality	Seminars and workshops
Technique	Oral tests (non-retrievable)
Description	Presentations are aimed to supervise the individual and group daily duties. These might require demonstrating public speaking, discussion, synthetizing, and use of ICT or teamwork skills.
Assessment criteria	Content, clarity and order in presentation. Ability to answer professors and colleagues questions. Formal aspects of presentation.

Final grade percentage: 15%

Problem sets.

Modality	Practical classes
Technique	Real or simulated task performance tests (non-retrievable)
Description	Students will show their proficiency on the course subjects by solving problems and discussing their results with their colleagues. Discussion and feedback will help to consolidate their knowledge and to develop their analysis and communication abilities.
Assessment criteria	Objective assessment of problem sets.

Final grade percentage: 5%





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Final exam

Modality	Assessment
Technique	Objective tests (retrievable)
Description	Written test at the end of the course (February). The test will validate whether student has acquired the competences and knowledges proposed by the course.
Assessment criteria	Demonstration of proficiency on the course contents.

Final grade percentage: 30%

Midterm exam

Modality	Assessment
Technique	Short-answer tests (retrievable)
Description	Written test on the subjects covered by the time of the assessment.
Assessment criteria	Ability to discriminate fundamental from accessory issues. Demonstration of proficiency on the course contents.

Final grade percentage: 30% with minimum grade 4

Self-study.

Modality	Individual self-study
Technique	Extended-response, discursive examinations (non-retrievable)
Description	Self-study is essential for assimilating the contents of the course. Therefore, students shall revise, read, and analyse professor's material, text books and further bibliography.

Assessment criteria

Final grade percentage: 0%

Information search.

Modality	Group self-study
Technique	Papers and projects (non-retrievable)
Description	Identification of sources of economic information that helps to solve tasks, duties and problem sets; and to generate new information based on this search.

Assessment criteria

Final grade percentage: 0%

Preparation of assignments

Modality	Group or individual self-study
Technique	Papers and projects (non-retrievable)
Description	Activities during seminars require preparation of materials involving research, essays and slides. Proactive preparation of materials will help to achieve teamwork, discussion, problem solving and problem management competences.

Assessment criteria

Final grade percentage: 0%





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Projects, case studies and readings.

Modality	Group or individual self-study
Technique	Papers and projects (non-retrievable)
Description	Development of self-regulated learning and teamwork abilities; problem solving, projects, case building and readings individually or in teams.
Assessment criteria	
Final grade percentage:	0%

Resources, bibliography and additional documentation

The course does not refer to a single source of information, but it gathers concept from several relevant books and papers.

Complementary bibliography

- 1 Acosta, A. J.; Fernández, N. y Mollón, M. (2002). Recursos Humanos en Empresas de Turismo y Hostelería. Madrid: Pearson Educación.
- 2 Baron, J. N. y Kreps, D. M. (1999). Strategic Human Resources: Frameworks for General Managers. New York: John Wiley & Sons.
- 3 Brickley, J. A., Smith, C. W. y Zimmerman, J. L. (2007). Managerial Economics and Organization Architecture. Irwin.
- 4 Cabrera, A. y Bonache, J. (directores) (2002). Dirección Estratégica de Personas: Evidencias y perspectivas para el siglo XXI. Madrid: Prentice Hall.
- 5 Dolan, S. L., Valle Cabrera, R., Jackson, S. E. y Schuler, Randall S. (2007). La Gestión de los Recursos Humanos. Madrid: Mc Graw-Hill.
- 6 Gómez-Mejía, L. R.; Balkin, D. B. y Cardy, R. L. (2004). Gestión de Recursos Humanos. Madrid: Prentice Hall.
- 7 Gómez-Mejía, L. R.; Balkin, D. B. y Cardy, R. L. (2014). Managing Human Resources. Essex (England) : Pearson Education.
- 8 Lazear, E.P. (1998). Personnel Economics for Managers. New York: Wiley.
- 9 Pardo, M. y Luna, R. (2007). Recursos Humanos para Turismo. Madrid: Pearson Educación.
- 10 Robbins, S. (1999). Comportamiento Organizacional. México: Prentice Hall
- 11 Salas, V. (1996). Economía de la empresa. Ariel economía.
- 12 Vergés, J. (2000). Control i incentius en la gestió empresarial. Servei de publicacions de la UAB.

