

Academic year	2016-17
Subject	20505 - Organisational Design and Human Resources
Group	Group 20, 1S, GTUR
Teaching guide	D
Language	English

## Subject identification

<b>Subject</b>	20505 - Organisational Design and Human Resources
<b>Credits</b>	1.8 de presencials (45 hours) 4.2 de no presencials (105 hours) 6 de totals (150 hours).
<b>Group</b>	Group 20, 1S, GTUR (Campus Extens)
<b>Teaching period</b>	First semester
<b>Teaching language</b>	English

## Professors

Lecturers	Horari d'atenció als alumnes					
	Starting time	Finishing time	Day	Start date	Finish date	Office
Tomás Lejarraga - <a href="mailto:tomas.lejarraga@uib.eu">tomas.lejarraga@uib.eu</a>	13:00	14:00	Thursday	12/09/2016	20/02/2017	DB122 cita por email

## 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 necessary competencies to make organizational decisions; and to design, implement and evaluate personnel management policies.

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 introductory course to tourism business.

### Skills

The aim of this course is students develop the ability to make organizational decisions. Therefore, the activities in this course focus on the development of those skills that will ease the decision-making process.

### 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-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

Organizational Design and Human Capital addresses several topics within the realm of economics, management, psychology and sociology. Thus, we focus on a) the individual who provides her skills to a firm; b) the interaction between other individuals in the firm; c) the efficient management of the interactions; and d) their economic effect on the firm. The syllabus has two differentiated but interrelated blocks, where each covers half of the course: organizational design and human capital.

### Theme content

1. Organizational design
  - \* Introduction and key concepts.
  - \* Agency theory, Transaction costs and Resources and capabilities theory.

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2. Organizational structure
  - \* Specialization, departamentalization, centralization.
  - \* Work flow analysis
3. Corporate Governance
  - \* Introductory concepts.
  - \* Financial Tools
  - \* Control: the 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

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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.



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## 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).

## 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	Final Project Presentation	Medium group (M)	Final project presentation is aimed to supervise the individual and group oral skills. It requires demonstrating public speaking, discussion, synthesizing, and use of ICT or teamwork skills.	6
Seminars and workshops	Papers and case studies	Medium group (M)	Proactive preparation of materials will help to achieve teamwork, discussion, problem-solving and problem management competencies.  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.  Activities in seminars require preparation of materials involving research, essays and slides.  Evaluation techniques will vary according to the completed task.	13.5
Assessment	First exam.	Medium group (M)	Written test for the first part of the course. The test will validate whether the student has acquired the competencies and knowledge proposed by the course.	1.5
Assessment	Second exam.	Medium group (M)	Written test for the second part of the course. The test will validate whether the student has acquired the competencies and knowledge proposed by the course.	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

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Modality	Name	Description	Hours
Individual self-study	Problem sets	Students will show their proficiency in the course subjects by solving problems. Students will hand out their responses on time and as a mandatory requirement to exam grading.	12
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, textbooks, and further bibliography.	45
Group self-study	Information search and analysis.	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	Final Project Paper	Students will choose (and agree with the professor) a firm in the Tourism Sector which may present an organizational design or human capital issue worthwhile to present to and discuss with the group. Students should also to present their written conclusions on a 1000-words <b>original</b> paper.  <b>It is compulsory to thoroughly follow the instructions to obtain the grade.</b>	25
Group or individual self-study	Glossaries	Students will be asked to contribute in the building on two glossaries for the course. The first one will be keywords related to the study topics. The second will be english words use related.	3

### 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 competencies. 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. The student will earn 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 tasks may require obtaining a minimum mark to succeed.

Important: None of the activities and duties are retrievable in ordinary or extraordinary dates. Student will receive a score of 0 (Zero) if she or he does not performs these activities, with the sole exceptions of:

- 1) Accident.
- 2) Hospitalization.
- 3) The birth or adoption of a child.
- 4) The 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 UIBactivities:

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- a) Official mobility programs.
- b) Participation in high-performance sports activities.
- c) Involvement in cultural activities on behalf of UIB.

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

### Final Project Presentation

Modality	Seminars and workshops
Technique	Oral tests ( <b>non-retrievable</b> )
Description	Final project presentation is aimed to supervise the individual and group oral skills. It requires demonstrating public speaking, discussion, synthesizing, and use of ICT or teamwork skills.
Assessment criteria	Students must orally present a summary of their Final Project paper in front of their classmates before the deadline of paper delivery.  The presentation is <b>COMPULSORY</b> . Students who fail to present in advance will no have the right to the evaluation of the Final Paper.  The presentation must meet the following criteria:  * The presentation must thoroughly follow professor instructions. * Content, clarity and order in the presentation. Ability to answer professors and colleagues questions. * Formal aspects of the presentation.

Final grade percentage: 0%

### First exam.

Modality	Assessment
Technique	Objective tests ( <b>non-retrievable</b> )
Description	Written test for the first part of the course. The test will validate whether the student has acquired the competencies and knowledge proposed by the course.
Assessment criteria	* Ability to discriminate fundamental from accessory issues. Demonstration of proficiency on the course contents. * Exam will be computer based.

Final grade percentage: 20%

### Second exam.

Modality	Assessment
Technique	Objective tests ( <b>non-retrievable</b> )
Description	Written test for the second part of the course. The test will validate whether the student has acquired the competencies and knowledge proposed by the course.
Assessment criteria	* Ability to discriminate fundamental from accessory issues. Demonstration of proficiency on the course contents. * Exam will be computer based.

Final grade percentage: 40%

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### Problem sets

Modality	Individual self-study
Technique	Other methods ( <b>non-retrievable</b> )
Description	Students will show their proficiency in the course subjects by solving problems. Students will hand out their responses on time and as a mandatory requirement to exam grading.
Assessment criteria	<ul style="list-style-type: none"><li>* Comprehension of the topics</li><li>* Problem-solving abilities.</li><li>* Students must deliver their solutions ON TIME as a prerequisite to both exams.</li></ul>
Final grade percentage:	0%

### Final Project Paper

Modality	Group or individual self-study
Technique	Papers and projects ( <b>non-retrievable</b> )
Description	Students will choose (and agree with the professor) a firm in the Tourism Sector which may present an organizational design or human capital issue worthwhile to present to and discuss with the group. Students should also to present their written conclusions on a 1000-words original paper. It is compulsory to thoroughly follow the instructions to obtain the grade.
Assessment criteria	<ul style="list-style-type: none"><li>* The final paper must incorporate all the suggestions provided by the professor.</li><li>* To obtain the points it is compulsory to thoroughly follow professor instructions.</li><li>* Writing skills</li><li>* Originality (Faculty's policies on plagiarism will be applied),</li><li>* Complying with the formal aspects of paper writing.</li></ul>
Final grade percentage:	30%

### Glossaries

Modality	Group or individual self-study
Technique	Observation techniques ( <b>non-retrievable</b> )
Description	Students will be asked to contribute in the building on two glossaries for the course. The first one will be keywords related to the study topics. The second will be english words use related.
Assessment criteria	* Clarity of writing, concise explanation, relevance of the words, etc.
Final grade percentage:	10%

### Resources, bibliography and additional documentation

The course does not refer to a single source of information, but it gathers concepts 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.



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- 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.

