

SYLLABUS

TITLE: Human Resources Administration
CODE: ADM 301
PREREQUISITE: ADM 102
CREDITS: 3 credits | 45 contact hours | 1 term

DESCRIPTION

This course is an introduction to human resource management and the techniques used in staffing, its function, and activities that examine the strategic role the human resources manager plays in managing the modern and changing organization. It discusses the basic processes of recruitment, selection, training, evaluation, compensation, resource development, retention, compensation, and labor relations. It also examines the legal implications in the globalized world, current situations such as diversity training, sexual harassment policies, and the increase in the cost of benefits. Emphasizes on the importance of human resource management in today's modern world, the corporate level as well as the perceptual point of view of both management and subordinate employees. In addition, it presents new trends and changes in labor laws, as well as how they benefit or affect the sound management of resources. Topics related to the use of technology as a tool for recruitment and selection, staffing, employee supervision, and professional ethics are included. This course is offered online and face-to-face. Students will meet once a week with the professor. In the face-to-face class, students will discuss doubts related to the chapter or topic selected for the week and the day that corresponds to the online activity, they will carry out the assigned tasks, as well as maintain an active participation with their classmates and the professor electronically.

JUSTIFICATION

The use and management of human resources in an organization is of vital importance for the functioning of the organization. The field of human resource management is becoming more and more relevant due to the development of behavioral sciences and their application to the business field. It is essential that students know the techniques and theories that allow them to develop the maximum potential of human resources in an

organization, as well as the importance of professional ethics in the development and achievement of these techniques and theories, and the use of information systems within the field.

COMPETENCES

The course develops the following competences in students:

- Define the need for information.
- Identify the problem of interest or need to be addressed.
- Formulate the purpose, questions, or hypothesis of the research.
- Organize reference information with structure.
- Search with the right sources.
- Use a variety of references appropriately.
- Develop the conceptual framework or background of the research.
- Describe the research methodology or general process of creation.
- Identify the right type of analysis for their research.
- Create or adapt tools for data and information collection and analysis.
- Cite the sources of information consulted.

OBJECTIVES

After completion of the course, students will be able to:

1. Identify the different theories related to personnel management and the historical stages in which they are developed.
2. Define the role that human resource management plays in the organization and the functions that the manager must perform.
3. Apply management techniques that allow them to make the best use of the human resources available to an organization.
4. Develop critical thinking and analysis in decision-making of the cases presented in class.
5. Discuss how the strategic plan for selecting human resources are necessary to achieve the goals and objectives of the organization.
6. Develop teamwork skills, initiative, creativity, and effective communication.
7. Develop a high sense of sensitivity towards environmental responsibility.
8. Differentiate personnel systems in private and public organizations.
9. Define the job analysis process and discuss its importance as a foundation in human resource management practice. Compare and contrast the methods

used for the selection and recruitment of human resources.

10. Understand labor laws and harmonize their changes in the proper management of human resources in the organization.
11. Identify how new technologies, such as social media, are influencing human resource management.
12. Discuss what companies can do to compete in the globalized world and manage diversity and multiculturalism.
13. Know and apply ethical policies and procedures in the organization, so that the manager can model ethical behavior.

CONTENTS

- I. Definition, Historical Development, and Theories
 - A. Definition of personnel management in the context of the management process
 - B. Historical development and theories
 - C. The strategic role of human resource management
 - D. Roles in the organization of human resources
- II. Roles of the Human Resources Department
 - A. Job classification and remuneration
 1. Concept definition (task analysis and job description)
 2. Human resource planning in the organization
 3. Importance of planning in goal setting
 4. Differences between various plans
 5. Problems in administration
 6. Factors influencing corporate remuneration
 - a. Demand and supply
 - b. Worker's unions
 - c. Laws
 - d. Competition among industries
 - e. Capacity, experience, years in service
 - B. Recruitment
 1. Definition and difference with the selection process
 2. Recruitment sources
 3. Types

- 4. Methods
- 5. Recruitment problems
 - a. Discrimination
 - b. Population: offer and demand
 - c. Relationship with the educational system
 - d. Protective legislation
- C. Human resource selection
 - 1. Criterion of merit, seniority, favoritism and personalism, unions
 - 2. Methods: from open selection to exams
 - 3. The personnel interview: various stages and procedures
 - 4. The employee's location
- D. Personnel and executives' training
 - 1. Identification of needs and establishment of policy
 - 2. Constraint definition and onboarding definition
 - 3. Types of training
 - 4. Methods and criteria for the selection of training
 - 5. Evaluation of training
 - 6. Recommended training plan
- E. Compensation: theory and practice
 - 1. Establishment of strategic plans for the compensation of the human resource
 - 2. Establishment of performance payments
 - 3. Financial incentives
 - 4. Fringe benefits, licenses, other benefits, and services
- F. Ethics, justice, and fair dealing in human resources management
 - 1. Definition of ethics
 - 2. Legal aspects
 - 3. Procedures
 - 4. Individual and organizational factors affecting professional ethics
 - 5. Codes of ethics
 - 6. Organizational culture
 - 7. Reward and disciplinary system
- G. Collective bargaining and human resources administration

1. Organization and leadership of trade unions
 2. Legislation
 3. Problems of unionization and its positive effects
- H. Health and safety at work
1. Legal background
 2. What is OSHA and what is its primary function?
 3. Procedures
 4. Accident prevention
 5. Handling issues affecting the health of an organization's human resources and its remedies.
 - a. Problems of aggression and violence at work
 - b. HIV
 - c. Problems related to cigarette smoke and other gases
 - d. Problems related to the use of the computer
 - e. Stress problems
 - f. Evacuation plans
 - g. Employee privacy and security
- I. Human resource management in the global economy
1. Managing HR adaptation in the global enterprise
 2. Cultural factors
 3. Organization of a globalized company
 4. Labor reform and its impact on organizations
 5. Diversity
 6. Employment relations abroad
 - a. Employee selection
 - b. Using social media for employee recruitment
 - c. Training
 - d. Benefits, flexibility, and reward

METHODOLOGY

The following strategies from the active learning methodology are recommended:

- Combination of reading and discussion
- Problem solving

- Work teams
- Case study
- Research
- Role playing
- Video presentations

EVALUATION

Platform assignments	20%
Partial exams (3)	45%
Daily classwork	10%
Recommended training plan	10%
Research work	15%
Total	100%

LEARNING ASSESSMENT

The institutional assessment rubric is applied to the course's core activity.

BIBLIOGRAPHY

TEXTBOOK

Dessler, G., (2015). *Human Resource Management*. (14th ed.) Pearson Education, Inc.

ISBN-10: 0-13-354517-2 | ISBN-13: 978-0-13-354517-3

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Dessler, G. (2014). *A Framework for Human Resource Management: A Contemporary Approach* (7th ed.). Pearson Education, Inc.

Dessler, G. (2015). *Fundamentals of Human Resource Management* (4th ed.). Pearson Education, Inc.

Foot, M., Hook, C. (2011). *Introducing Human Resource Management* (6th ed.). Pearson Education, Inc.

Gomez-Mejia, L., Balkin, D., & Cardy, R. (2015). *Managing Human Resources* (8th ed.). Pearson Education, Inc.

Martocchio, J. (2011). *Strategic Compensation: A Human Resource Management Approach* (6th ed.). Prentice Hall.

Mondy, W. (2010). *Human Resource Management* (11th ed.). Prentice Hall. ISBN-10: 0136077285 | ISBN-13: 9780136077282.

Rebore, R. (2013). *Human Resources Administration in Education* (9th ed.). Pearson Education, Inc.

Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2014). *Human Resource Management* (9th ed.). Pearson Education, Inc.

ELECTRONIC REFERENCES

- Análisis de puesto: <http://b.1asphost.com/arielrotondo/educacion/RRHH2.pdf>
 - http://html.rincondelvago.com/rrhh_29.html
 - <http://www.abogadoslaborales.com/> ¿reforma-laboral-ventaja-competitiva-u-oportunismo-empresarial/
- Cuatro tipos de empleados: <http://www.abogadoslaborales.com/cuatro-tipo-de-empleados/>
- Sindicalismo de Obama y su impacto en la empresa: <http://www.abogadoslaborales.com/pro-sindicalismo-de-obama-y-su-impacto-en-la-empresa-privada-de-puerto-rico/>
- El profesional como empleado: <http://www.abogadoslaborales.com/el-profesional-como-empleado-exento-2/>
- La contratación de empleados en Puerto Rico: <http://www.abogadoslaborales.com/la-contratacion-de-empleados-en-puerto-rico/>

- Sindicalismo: <http://www.abogadoslaborales.com/category/sindicalismo/>
- Discriminación: <http://www.abogadoslaborales.com/category/discriminacion/>
- Otros:
 - <https://www.osha.gov/>
 - <https://www.eeoc.gov/field/sanjuan/index.cfm>
 - <http://www.trabajo.pr.gov/>
 - <https://www.elnuevodia.com/noticias/politica/nota/senadoapruebaprojectodereformalaboral-2282501/>
 - <https://aldia.microjuris.com/2017/01/25/resumen-de-la-reforma-laboral/>
 - <https://www.metro.pr/pr/noticias/2017/01/14/camara-aprueba-reforma-laboral-enmiendas-aafaf-ley-atender-crisis-fiscal.html>
 - <http://www.oslpr.org/v2/leyesPuertoRico.aspx>
 - <http://www.lexjuris.com/revista/opcion4/index.html>

JOURNAL REFERENCES

¡Descubre tus fortalezas! <http://www.recursoonline.com/?p=1391>

¿Cómo convertir a tu equipo de trabajo en fanáticos de tu empresa?:

<http://www.recursoonline.com/?p=1388>

Ausentismo Laboral <http://www.recursoonline.com/?p=1380>

Carvajal Orozco, J. G., Dávila Londoño, C. A. (2013). Mobbing o acoso laboral. Revisión del tema en Colombia. *Cuadernos de Administración*, 29(49), 95-106.

El líder como coach: <http://www.recursoonline.com/?p=1377>

La responsabilidad patronal ante los protocolos y políticas de violencia doméstica y hostigamiento sexual: <http://www.recursoonline.com/?p=1093>

Relaciones románticas en el ambiente laboral en Puerto Rico:

<http://www.recursoonline.com/?p=1384>

Revista jurídica Biblioteca UPR: [http://www.revistajuridicaupr.org/wp-](http://www.revistajuridicaupr.org/wp-content/uploads/2014/02/83-REV-JUR-DIG-UPR-69.pdf)

[content/uploads/2014/02/83-REV-JUR-DIG-UPR-69.pdf](http://www.revistajuridicaupr.org/wp-content/uploads/2014/02/83-REV-JUR-DIG-UPR-69.pdf)

Rivera Aponte, Á., Latortue Albino, F. (2013). Análisis histórico de la profesión de recursos humanos en Puerto Rico desde 1960 al 2000. *Fórum Empresarial*, 18(1), 57-94.

LEGAL CASE REFERENCES

Labor Law Jurisprudence, January to September 2013 LexJuris Law Review

-2013 DTS 102 PAGAN CARTAGENA V. FIRST HOSPITAL PANAMERICANO, 2013TSPR102 Derecho Probatorio, Evidencia- Regla 503 de Evidencia, Derecho Laboral: Alcance del privilegio abogado-cliente en el contexto corporativo. Una conversación sostenida entre un empleado de una corporación y los abogados de ésta, de cara a una potencial demanda en contra de la corporación por parte de terceros, NO constituye materia privilegiada en un pleito independiente instado por el empleado en contra de la corporación.

-2013 DTS 095 ZAPATA BERRIOS Y OTROS V. J.F. MONTALVO CASH & CARRY, INC., 2013TSPR095 Resumen Derecho Laboral, Despido Injustificado, Sentencia Sumaria, Regla 36 Procedimiento Civil de 2009. 1. Se rechaza el uso de una declaración jurada diseñada por una parte, específicamente, para contradecir el testimonio provisto por ésta bajo juramento en una deposición anterior, con el propósito de impedir que se dicte sentencia sumaria en su contra. 2. Requisitos de

forma fijados para impugnar satisfactoriamente los hechos materiales que alegadamente no se encuentran en controversia. 3. Interpretación del concepto de justa causa consignado en el Artículo 2(e) y (f) de la Ley Núm. 80 de 1976, Ley de Despido Injustificado.

-2013 DTS 087 RIVERA PADILLA Y OTRAS V. DIRECTORA ADMINISTRATIVA DE LOS TRIBUNALES, 2013TSPR087 Resumen Derecho Constitucional, Derecho Laboral– Debido proceso de Ley; aplicación del derecho constitucional de igual paga por igual trabajo. (Art. I Secc. 16, Constitución del ELA de Puerto Rico) a los Planes de Clasificación y Retribución de los Reglamentos de Personal de la Rama Judicial.

-2013 DTS 078 CRUZ Y OTROS V. E.L.A, 2013TSPR078 Derecho Laboral, Ley 3 del 2013. No ha lugar a la certificación por Resolución con Voto Particular Disidente. Del propio estatuto se desprende con claridad que los beneficios de aguinaldo de navidad y aumentos trienales no son parte de la pensión de los retirados. La eliminación de beneficios adicionales a los retirados que introdujo la Ley Núm. 3-2013 no constituye un menoscabo que viole la Constitución del ELA.

-2013 DTS 077 ORTIZ GONZALEZ V. BURGER KING Y OTROS, 2013TSPR077 Derecho Laboral, Hostigamiento sexual, Sentencia con Opiniones de Conformidad. Aunque la empresa realizó actos afirmativos para evitar el hostigamiento y desalentarlo, pero que “desafortunadamente” la empresa respondía por ser el señor Rivera supervisor conforme al artículo 5 de la Ley Núm. 17 de 1988, 29 L.P.R.A. sec. 155. Además, la gerente fue negligente al no mantener un ambiente ordenado luego de la investigación de hostigamiento, y que

por ello también debía responder el patrono.

-2013 DTS 073 ALVARADO PACHECHO Y OTROS, V. ELA DE PUERTO RICO Y OTROS, 2013TSPR073 Formato PDF Resumen Derecho Laboral, Derecho Constitucional, Certificación. En Opinión Per curiam, el Tribunal concluyó que la Reforma del Sistema de Retiro (Ley Núm. 3 del 2013) es constitucional porque, a pesar de que existe un menoscabo sustancial de las obligaciones contractuales en controversia, las medidas implantadas son razonables y necesarias para salvaguardar la solvencia actuarial del Sistema de Retiro, y no existen medidas menos onerosas para lograr ese fin.

-2013 DTS 034 GONZALES SEGARRA Y OTROS V. CORPORACION DEL FONDO DEL SEGURO DEL ESTADO, 2013TSPR034 Derecho Laboral Gubernamental, Principio de Mérito, Nulidad Convocatoria Interna. Los nombramientos de los empleados recurridos efectuados mediante convocatoria interna, violaron el Reglamento de Personal de la CFSE y fueron contrarios al principio de mérito. Revoca al TA.

-2013 DTS 025 CORDERO JIMENEZ V. UNIVERSIDAD DE PUERTO RICO, 2013TSPR025 Resumen Derecho Laboral – Ley Núm. 115-1991, conocida como Ley de Represalias; alcance de su aplicación a empleados públicos. Debido a que esta Ley de Represalias aplica a todo el sector gubernamental, no es necesario profundizar en el escrutinio de la gestión a la que se dedica ni cómo funciona la UPR como paso previo a determinar la aplicabilidad de la Ley Núm. 115, supra, a sus empleados.

NEWSPAPER ARTICLES

Analysis of news in the local and international newspaper related to policy changes in the administration of human resources in order to make a comparative analysis of them with those of Puerto Rico.

For more information resources related to the course's topics, access the library's webpage <http://biblioteca.sagrado.edu/>

REASONABLE ACCOMMODATION

For detailed information on the process and required documentation you should visit the corresponding office. To ensure equal conditions, in compliance with the ADA Act (1990) and the Rehabilitation Act (1973), as amended, any student in need of reasonable accommodation or special assistance must complete the process established by the Vice Presidency for Academic Affairs.

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