

**COURSE DATA****Data Subject**

Code	42764
Name	Management of human resources in social economy enterprises
Cycle	Master's degree
ECTS Credits	3.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2204 - Master's Degree in Social Economics (Cooperatives and Non-Profit Organisations)	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2204 - Master's Degree in Social Economics (Cooperatives and Non-Profit Organisations)	9 - Management of human resources in social economy enterprises	Obligatory

Coordination

Name	Department
MONREAL GARRIDO, MANUEL	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The management of human resources and management are usually based on "*directivist*" principles. In this subject we will see how the particularities of the Entities of Social Economy begin with the break with these principles, as we know them.

In the case of Associated Work Cooperatives, for example, we find that the workers are at the same time the owners of the organization. And as such, through the representative bodies, the Assembly or the Governing Council, make their main decisions.



On the other hand, in the case of non-profit entities, the activity of human resources in their volunteer aspect requires management of the same. Having models for volunteer management and the motivation mechanisms necessary for the permanence and linking of volunteering are also relevant aspects to consider in this subject.

The most up-to-date human resources approaches, and especially the Strategic Human Resources Department (ERHD), conceive of managers as an action group (as well as an actor) of HRD. In the case of the Social Economy, this approach of collective actors and objectives of the actions, is the appropriate one.

In the classic vision of the Directorate that provides on the workers (if they are not controlled they are lazy and do not try), the application of the Personnel Department becomes much more complex in the Entities of Social Economy. But a more involved approach to the components of the organization becomes much more useful.

Although we see very few E.E.S. Which have advanced to the level of ERHM in its most directivist, strategic model, and the concept of Human Resources Units is especially valuable in an entity with cooperatives and labor personnel. To the HRM in the US New challenges and challenges related to gender and the incorporation of minorities and people with disabilities into the staff of the entity are added.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

Nothing

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

2127 - Master's Degree in Social Economics. Cooperatives and Non-Profit Organisations

- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.
- Students should demonstrate self-directed learning skills for continued academic growth.



- Comprender el funcionamiento de las entidades y empresas que conforman la Economía Social
- Conocer y saber aplicar las estrategias de Recursos Humanos aplicadas a las empresas y entidades de la Economía Social.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- Know how to work in multidisciplinary teams reproducing real contexts and contributing and coordinating their own knowledge with that of other branches and participants.
- Participate in, lead and coordinate debates and discussions, be able to summarize them and extract the most relevant conclusions accepted by the majority.
- Use different presentation formats (oral, written, slide presentations, boards, etc.) to communicate knowledge, proposals and positions.
- Proyectar sobre problemas concretos sus conocimientos y saber resumir y extraer los argumentos y las conclusiones más relevantes para su resolución.
- Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.
- Saber trabajar en equipo con eficacia y eficiencia.
- Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.
- Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.
- Be able to integrate new technologies in their professional and/or research work.
- Know how to write and prepare presentations to present and defend them later.
- Ser capaces de analizar de forma crítica tanto su trabajo como el de su compañeros.
- Be able to integrate into teams, both as managers or coordinators and for specific and limited functions and in support of the team or of others.

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

Concretely, all students should master at the end of this program, at least the following contents:

The implications and results of different ways to play the role of HR has on organizational performance (whether profit or not).

The special implications that distinguish the exercise of the function in a social economy organization, compared to other types of organization.

How to carry out, and the implications, the study of work, defining efficient jobs, the study of processes and redesigning jobs. How to develop the planning process to determine the appropriate template (both quantitatively and qualitatively), adjusting the business plan (or Organizational Strategy, if any) and the Business Development Plan.

Manager's role in the recruitment process: how to analyze whether or not to make a new contract, the interest of different recruitment sources, the usefulness of the different selection techniques and their relevance (considering cost and reliability) to the profile the vacancy, the way to guide the process of socialization of new employees to avoid failure in their most expensive, and the cost study and results of



recruitment policies.

How to diagnose training needs of our human structure; Defining training objectives; How to evaluate the different options (participants, instructors, ...), how to calculate the costs of training and no training, and how measure the results. And in particular, self-management learning in management development. Managing motivation in the particular context of the different types of cooperative groups may exist within the general name of Social Economy, as well as how to integrate them in our decisions to address human resources in terms of incentive policies.

The human group management (people management and group) pointing concepts and general ideas to be developed in other related modules such as discipline and different types of management options or the same, evaluation and performance management. Management communication, gather important information from our partners, namely to convey our purposes, negotiate with them (managing their ambitions and political games), and manage the work of professional counseling as a tool for human resources management.

DESCRIPTION OF CONTENTS

1. INTRODUCTION. INSTITUTIONS OF THE SOCIAL ECONOMY AND BEHAVIOR

- 1.1. Economic cooperation and economic institutions
- 1.2. Behavior and incentives in organizations
- 1.3. Particularities in companies of the social economy

2. ORGANIZATION OF WORK AND HUMAN RESOURCES IN INSTITUTIONS OF THE SOCIAL ECONOMY

- 2.1. The nature of work in organizations
- 2.2. Design of jobs. Exercise of rationality and discretion
- 2.3. Design of jobs. The process
- 2.4. Variables and instruments of job design

3. THE MANAGEMENT OF HUMAN RESOURCES IN INSTITUTIONS OF THE SOCIAL ECONOMY

- 3.1. Functions, tasks and responsibilities of the members of the organization
- 3.2. Objective functions of the Human Resources Department
 - 3.2.1. Recruitment of human resources
 - 3.2.2. Training and development of human resources
 - 3.2.3. Motivation of human resources
- 3.3. Instrumental functions of the Human Resources Department
 - 3.3.1. Human Resource Information Systems (HRIS)
 - 3.3.2. Job evaluation
 - 3.3.3. Assessment of performance and performance
- 3.4. Particularities in companies of the social economy.

**4. HUMAN RESOURCES AND VOLUNTEER MANAGEMENT**

- 4.1. Volunteering in organizations. 4.2. Importance of volunteer management
4.3. Model for the management of volunteering
4.4. Permanence and linking volunteering in the organization
4.5. Motivations of the volunteers and their measurement

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	20,00	100
Classroom practices	10,00	100
Development of group work	15,00	0
Development of individual work	10,00	0
Study and independent work	5,00	0
Preparing lectures	15,00	0
TOTAL	75,00	

TEACHING METHODOLOGY

The methodology of the sessions will consist of: Presentation of the contents of the subject, highlighting the most important and resolving any doubts of the students; and Proposal and resolution activities and / or case studies related to the concepts presented. We are incorporated in the learning process dynamics of learning by discovery, and will use a parallel activity to be held in groups where students end up with a draft work related to that activity. After completing the course and presented the group work, each student / individual work to present a self-test of the dynamics followed by his team, identifying weaknesses and mistakes. In the corresponding dates will be posted the materials and the appropriate indications for the preparation of the different teaching units.

EVALUATION

The evaluation system will combine a written exam (type test) (40% of the total score), and a continuous assessment (evaluating parameters such as attendance and participation) with the evaluation of the papers presented (group and individual) (60% of the total score).

REFERENCES



Basic

- Herrera, J. (2010): Dirección de Recursos Humanos. Un enfoque de Administración de Empresas. Ediciones Ramón Llull, Valencia.
- Orellana, W.E.; Monreal, M. (2007): Control, incentivos y comportamiento en las organizaciones. ACDE Ediciones. Valencia
- Biblioteca de ciencias sociales de la UV "Guía de recursos bibliográficos sobre economía social" <https://cibisoc.blogs.uv.es/recursos-tematics/economia-social/>
- Chaves,R., Fajardo,G, Monzón,J.L. (dir) (2020): Manual de economía social, Editorial Tirant lo blanc, Valencia

Additional

- Albizu, E. y Landeta, J. (coordinadores): Dirección Estratégica de los Recursos Humanos. Pirámide, Madrid.
- Gómez-Mejía, L.R., Balkin, D.B. y Cardy, R.L. (1997): Gestión de Recursos Humanos. Prentice-Hall, Madrid.
- Herrera, J. (coordinador) (2004): Conceptos básicos para discusión sobre Dirección y Gestión de Recursos Humanos. Promolibro, Valencia.
- Pfeffer, J. (2000): Nuevos rumbos en la teoría de la organización.Problemas y posibilidades". Editorial OXFORD University Press
- Ackoff, R.L. (2000): Recreación de las corporaciones. Un diseño organizacional para el siglo XXI. Editorial OXFORD University Press

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

The course will be carried out face-to-face, unless sanitary circumstances prevent it. In this case, the teaching and evaluation will be adapted to the guidelines prepared by the University to ensure non-face-to-face teaching.

The edition of this section supposes the alternative to a normal situation, as a "plan B" in case the situation worsens with the COVID-19

1. Contents



The contents initially collected in the teaching guide are maintained.

2. Volume of work and temporary planning of teaching

The weight of the different activities that add the hours of dedication in ECTS credits marked in the original teaching guide is maintained. In addition, the sessions will take place on the same dates and with the same duration

3. Teaching methodology

The class is taught by BBC synchronous videoconference. To support the classes, additional material is uploaded to the virtual classroom. Activities are also proposed by virtual classroom such as conducting case studies, questionnaires, etc. The tutoring is also done by the BBC.

4. Evaluation

As for the evaluation test, it will be a final exam, containing theoretical-practical test questions. The exam will be uploaded to the virtual classroom a questionnaire task at the scheduled time for the start of the exam. Measures will be taken to individualize the questionnaire: generate different test-type questions in the question bank, configure the appearance of the questions and answers randomly, etc.

5. Bibliography

No changes in the original bibliography