

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

Code	43399
Name	Human and organisational dimension of quality
Cycle	Master's degree
ECTS Credits	3.0
Academic year	2023 - 2024

Study (s)

Degree	Center	Acad. year	Period
2154 - M.U. en Gestión de la Calidad 12-V.2	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2154 - M.U. en Gestión de la Calidad 12-V.2	6 - Service quality	Optional

SUMMARY

Companies are increasingly aware of the importance of service quality to achieve and maintain a competitive advantage. In any activity there is an intangible component related to dealing with the client, advice on the use of the product, etc. To achieve this quality of service, every organization must promote an internal quality of service that optimizes the skills (knowledge, skills and behaviors) of employees, in order to achieve high levels of quality of service to external customers.

In this sense, attention to quality represents a change in the way of managing relationships with employees. In fact, the implementation of a quality management system often requires a cultural change in the organization, paying special attention to people, recognizing them and motivating them appropriately, granting them greater autonomy and guaranteeing their participation. That is why the practices related to the management of Human Resources (HR) - especially the so-called high-performance HR practices - play a fundamental role during the implementation of quality management in the company.

In accordance with the previous description, the fundamental purpose of this course is to introduce the student to the interaction between HR management and quality management.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

Los conocimientos necesarios previos para cursar esta asignatura son los exigidos para acceder al máster.

OUTCOMES

2154 - M.U. en Gestión de la Calidad 12-V.2

- 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.
- Capacidad para diseñar, implantar y mejorar continuamente un sistema de gestión de la calidad, ya sea en una empresa de producción como en una organización del sector servicios.
- Capacidad para desarrollar una actitud de crítica constructiva y de mejora continua hacia las prácticas y el funcionamiento de la organización.
- Saber identificar y traducir a especificaciones de producto o servicio, según el caso, las necesidades y expectativas de los clientes de una organización.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- 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.
- 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.
- Critically analyze both his/her work and that of the colleagues.



- Construir una actitud proactiva ante los posibles cambios que se produzcan en su labor profesional y/o investigadora.
- Aplicar el trabajo en equipo como mecanismo básico para la mejora continua del sistema de gestión de la calidad.
- Construir e interpretar herramientas para la medición de la satisfacción del cliente de una organización.
- Identificar las políticas de RRHH que apoyen y faciliten el desarrollo de una cultura organizativa basada en la gestión de la calidad.

LEARNING OUTCOMES

Students should recognize the importance of the fit between quality management systems and HR strategy.

More specifically, the learning objectives of the subject revolve around:

- Understand the need for HR management for quality of service.
- Know and be able to implement different HR management practices that can help optimize the skills of employees necessary for proper development of quality management.
- Know and be able to implement different HR management practices that can help optimize the motivation and participation of employees necessary for a proper development of quality management.

DESCRIPTION OF CONTENTS

1. The role of people in service quality

Description of the involvement and commitment necessary from the employees, so that they contribute to an effective application of quality management.

2. High-performance HR practices aimed at improving competencies: Competency management

Analysis of competency management as a system to promote employees' knowledge, skills and attitudes necessary to optimize their workplace performance.

3. High-performance HR practices aimed at improving motivation, participation and communication

Study of high-performance HR practices related to performance appraisal, recognition, participation and communication.



WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	24,00	100
Tutorials	6,00	100
TOTAL	30,00	

TEACHING METHODOLOGY

The in-classroom development of the subject is structured in 6 sessions of 5 hours each, combining theoretical and practical classes in each session. In addition, part of these sessions may be devoted to tutorials, as well as seminars around practical experiences given by practitioners with expertise on quality management..

EVALUATION

Students will be evaluated, on the one hand, through **continuous assessment** (carrying out activities proposed in the different sessions, individual or group deliverable activities, presentations in class, etc.) and, on the other hand, through a **final written test** (examination).

Each part (continuous assessment and final test) **counts 50% for the calculation of the final grade** for the subject, and **must be passed separately** (obtaining a minimum of 2.5 points out of 5) in order to qualify for a final pass grade (minimum of 5 points out of 10). If applicable, the continuous assessment grade is kept for the second call of the same academic year.

REFERENCES

Basic

- Camisón, C., Cruz, S. y González, T. (2007). Gestión de la Calidad: conceptos, enfoques, modelos y sistemas. Prentice Hall, Madrid.
- Evans, J. R. y Lindsay, W. M. (2015). Administración y control de la calidad (Novena ed.). Cengage Learning, México.
- Pereda, S., Berrocal, F. y Alonso, M.A. (2011). Técnicas de Gestión de Recursos Humanos por Competencias. Editorial Universitaria Ramón Areces, Madrid.

Additional

- Blanco, A. (2007). Trabajadores Competentes. Introducción y reflexiones sobre la gestión de recursos humanos por competencias, Esic Editorial, Madrid.
- Fernández, J. (2005): Gestión por competencias. Prentice Hall, Madrid.
- Gómez-Mejía, L.R., Balkin, D. y Cardy, R. (2016). Gestión de Recursos Humanos. (8ª Eedición). Anaya.



- Luna-Arocas, R. (2018). Gestión del Talento. De los recursos humanos a la dirección de personas basada en el talento (DPT). Pirámide., Madrid.
- Navarro, M.J. (2010). La función de la gestión de recursos humanos en un contexto de gestión de la calidad. Ediciones K&L, Granada.
- Rábago, E. (2010). Gestión por competencias. Ed. Netbiblo, Madrid.
- Senlle, A. (2010). Gestión Estratégica de RRHH para la calidad y la excelencia. AENOR, Madrid.

