



WORKING CLIMATE & EMPLOYEE'S INTEGRATION

Grade in Business Administration

Subject's Learning Guide, May-June 2023

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1. Subject's Description:

The purpose of this 30 hours subject is to help KUL's Business Administration Graduates to become strong leaders by accomplishing organization's business results efficiently and with a sustainable scope, as well as promoting personal growth and the development of the organization's Human Capital.

With this purpose, best practices, and competencies (knowledges, skills, and attitudes) of the whole organization, are taken to action.

Aiming to Identify and develop personal and team's capabilities, combined with the design and implementation of continued learning activities that will enable the business community to become more efficient, increasing employees' satisfaction and engagement with the organization's goals and mission, resulting in the corporate progress, and contributing to the Society's shared wealth.

Today, the business organization is seen as a community of people who generate products and services to satisfy the real needs of society, contributing to the common good and sustainable progress. The company is an open system in which one or more people perform an activity that generates added value and wealth, which is distributed fairly among the different interest groups (stakeholders), to contribute to their economic, social, and personal well-being (Harrison & Freeman). The aim is, on the one hand, to generate the necessary conditions so that every person can grow and develop to reach their full potential and, on the other hand, to facilitate a sustainable, continuous, and widespread development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs.

2. Subject's Goal:

Working Climate and Employees Integration can be a clear source of strength for the company, if it is oriented to:

- Promote interest in the immense value that each person can contribute throughout their professional life (López Quintás, 2009, 2013), based on the study of their needs and intrinsic and extrinsic motivations (Maslow et al., 2005; Herzberg, 1987; McClelland, 1987) and meaning (Frankl, 1991) and orientation to servant leadership (Greenleaf, 2002) and the common good (Leon XIII, 1891).



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- Promote a culture of talent, effort, and personal progress (Pérez López, 2002) to ensure profitability, competitiveness (Sennett, 2006) and, above all, the long-term sustainability of the organization (Jonas, 1995).

- Put people at the center of strategic decisions and missions (Cardona & Rey, 2006), which should be oriented to provide value for all stakeholders of the organization (Harrison & Freeman, 1999). To this end, social, economic, and environmental functions must be articulated to ensure sustainability (European Commission, 2001).

- To base social responsibility on individual responsibility. To discover what the exercise of freedom and personal responsibility implies, to integrate and coexist harmoniously, in an organization in which everyone contributes value in the short and medium term, and aspires to develop the knowledge, skills and attitudes that will allow them to progress professionally and personally.

- Identification of talent, application of effective criteria for the search of professional profiles, selection, incorporation, and integration of new people in the company, loyalty and, if necessary, the policy of disengagement of employees.

- Job satisfaction, internal communication, and work environment.

- Employees performance evaluation.

- Professional career design. Development and continuous training of employees.

3. Subject's Content (Syllabus): 30 hours duration

- I. The Role of Human Capital in building Corporate Culture.
- II. Employees' Selection and Recruitment.
- III. Employees' Performance Evaluation.
- IV. Employees and Career Development.
- V. Employees' Productivity and Satisfaction



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4. Education Activities:

- Flipped learning using KUL's Moodle online campus.
- Learning by doing.
- Problem-based learning (PBL).
- Collaborative and/or cooperative projects.
- Case studies.
- Knowledge and meaningful learning tests.

5. Learning Appraisal System:

Education Activity	Points in total appraisal
1 Team Case Study & Presentation	25
4 Individual exercises (5 points each)	20
1 Subject's Final Quiz	50
Student's class assistance	2.5
Students in class participation	2.5
Total Mark	100*

(*) Note: Adjusted to KUL's "5, 4, 3, 2" student's grading evaluation system.

6. Bibliography:

TARIQUE, I., BRISCOE, D., SCHULER, R. *International Human Resources Management*. Routledge, London, UK, 2022.

MAYER, C. *Prosperity*. Oxford University Press, UK, 2018.

GUILLÉN, M., FERRERO, I., HOFFMAN, M. *The Neglected Ethical and Spiritual Motivations in the Workplace*. Journal of Business Ethics. University of Navarra – Business Spain, 2015.

Selected readings from John Sculley's book: *Odyssey; From Pepsi to Apple*.