COURSE DATA

Data Subject

Code	35858
Name	Strategic management of human resources
Cycle	Grade
ECTS Credits	6.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Faculty of Economics	3	Second term
1330 - Degree in Business Management and Administration (Ontinyent)	Faculty of Economics	3	Second term

Subject-matter

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	20 - Compulsory subjects in the pathway: business creation and management	Optional
1330 - Degree in Business Management and Administration (Ontinyent)	21 - Strategy and management of the human resources	Optional

Coordination

Name	Department
LUNA AROCAS, ROBERTO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This course focuses on reviewing the main practices developed by the human resource management (HRM) function, although having in mind a strategic point of view. The different topics are grouped in two parts. The first part deals with the formulation of HRM strategy. The second part revolves around the implementation of the HRM strategy through the fundamental policies and practices that are typical of this function.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

No prior requirements.

OUTCOMES

1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.

- Have organisation and planning skills.

- Be able to use English in a professional environment.

- Be able to use ICTs in the field of study.

- Be able to analyse and search for information from different sources.

- Be able to solve problems.

- Be able to make decisions.

- Be able to negotiate and reconcile interests effectively.

- Be able to transmit and communicate complex ideas and approaches to both specialised and lay audiences.

- Be able to apply economic principles for the diagnosis and resolution of social problems such as immigration, discrimination and others that affect society and the market.

- Be able to work in a team.

- Have interpersonal skills.

- Have critical and self-critical capacity.

- Show commitment to ethics and social responsibility.

- Manage time effectively.

- Be able to learn autonomously.

- Be able to adapt to new situations.

- Show creativity.

- Show leadership and skills for mobilising the capacities of others.

- Have initiative and entrepreneurial spirit.

- Be able to contribute positively to raising awareness of environmental and social issues and to overcoming all forms of discrimination, as essential factors for economic development and poverty alleviation.

- Be able to coordinate activities.

- Know the basic techniques, methods and instruments linked to behaviour analysis.

- Be able to define, solve and present complex problems systemically.

- Be able to relate the different elements that interact in the decisions of individuals.

- Be able to design human resources strategies according to the needs of the company and the surrounding conditions, and to implement them effectively.

- Know the functions, techniques, models and tools of human resources management and know how to apply them properly.

LEARNING OUTCOMES

This course aims at getting the student acquainted with the most indispensable issues of the human resource management (HRM) function from a strategic perspective, having in mind the key role of people as a strategic asset for today's organizations. Accordingly, it is intended that the student increases his/her awareness of the relevance of the human resource function, and gets familiar with integrating theoretical considerations with practical solutions that he/she might need to apply as part of his/her future professional responsibilities.

DESCRIPTION OF CONTENTS

1. The role of Human Resource Management (HRM) in Business Strategy

1.1. Key HRM concepts.
1.2. Key HRM challenges.
1.3. Evolution of thinking on the HR function.
1.4. Evolution of the role of the HR function.
1.5. The need of a strategic approach to HRM.

2. The Strategy Process Applied to HRM

2.1. HRM best practices.
2.2. The strategy process.
2.3. HR strategy development (i): Fit with organizational strategies.
2.4. HR strategy development (i): Fit with the environment, organizational characteristics, and organizational capabilities.
2.5. The three dimensions of HR strategy development.
2.6. Types of HR strategies.
2.7. Strategic HR processes framework.

3. Human Resource Information and Control Systems

3.1. Human resource information systems.

3.2. Human resource audit.

3.3. The balanced scorecard.

3.4. Smart talent management: Knowledge management + Talent management.

4. Organizational Design and HRM Strategy

4.1. Organizational structure and design.

4.2. Types of organizational structures.

4.3. Job design.

4.4. Job analysis.

4.5. Job description.

4.6. Staff planning.

5. Attraction and hiring of human resources

5.1. Competency Management.

5.2. The appraisal process.

5.3. Identifying performance dimensions.

5.4. Measuring performance.

5.5. Managing performance.

6. Attraction and hiring of human resources

6.1. Human resource planning.

6.2. Recruitment, selection and socialization.

6.3. Talent attraction.

6.4. Employer branding.

7. Training and developing human resources

7.1. Key challenges in training.

7.2. Training vs. development.

7.3. Talent development.

7.4. Career development models.

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8. Motivating

8.1. Satisfaction and motivation

8.2. Commitment and engagement

9. Rewarding human resources and compensation

9.1. Compensation: key concepts.

9.2. Job evaluation: systems and methods.

9.3. Total Compensation system design: concept and model.

9.4. Creating a pay structure.

9.5. Non-quantifiable (off-pay) rewards.

10. Recent trends in HRM

10.1. Diversity management.

10.2. The intra-entrepreneur: management and commitment.

10.3. Corporate Social Responsibility from HRM and employee welfare

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
TOTAL	**60,00**	

TEACHING METHODOLOGY

This course differentiates between 'theory' and 'practice' classes. Theory classes will mainly revolve around the lecturer's presentation
of the contents of the different topics. However, students will be encouraged to participate actively in the theory lessons, and the lecturer may recommend students to do some prior reading or preparatory activity before some of the theory sessions.

Practice sessions will be mostly based on – though not limited to – teamwork dynamics, according to the indications that the lecturer will deliver in due course. If appropriate, the lecturer will upload onto 'aula virtual' support materials – related to theory classes and/or practice assignments to – be used by students.

All classes are of compulsory attendance.

EVALUATION

Assessment of students' performance combines
two components:

a) *Practice component* (40% of course grade), basically based on *continuous assessment* (CA) throughout
the semester, graded by evaluating students' performance related to (individual and team) practice
assignments and, if appropriate, to the amount and quality of class participation. Attendance to practice
classes is compulsory and class attendance will be controlled.

b) *Theory component* (60% of course grade), basically based on a *final exam* to be taken at the end of the
term, aimed at assessing students' knowledge of the different topics that comprise the course contents.
Attendance to theory classes, although not officially compulsory, is highly recommended, since the exam
will be based on contents of such classes. Students' active participation in theory classes, provided it is of
a high quality, may also have some influence on the final course grade.

It is indispensable to pass both components independently in order to be able to have a chance to pass the
course. If either the theory or the practice is not passed, the course will be directly failed. The practice
component (continuous assessment) is NOT recoverable in the second assessment round.

REFERENCES

Basic

- Luna-Arocas, R.(2018): "Gestión del Talento". De los recursos humanos a la dirección de personas basada en el talento (DPT).
- Gómez-Mejía, Balkin & Cardy (2011): "Gestión de recursos humanos". Pearson - Prentice Hall
- Goméz Mejía, Balkin & Cardy (2012): "Managing Human Resources". Pearson - Prentice Hall

Additional

- Albizu & Landeta (coord.) (2001): "Dirección Estratégica de los recursos humanos". Pirámide. Madrid.
- Baron & Kreps (1999): "Strategic Human Resources. Frameworks for General Managers". John Wiley & Sons. New York.
- Fernández Guerrero (coord) (1998): Organización y Métodos de Trabajo. Civitas. Madrid.
- Herrera (2010): "Dirección de recursos humanos. Un enfoque de Administración de empresas". Ediciones Ramón Llull. Valencia
- Dolan, S.L., Valle Cabrera, R. y López Cabrales, A. (2014). La gestión de las personas y del talento. Ed. McGrawHill
- Sastre, M.A. y Aguilar, E.M. (2003): "Dirección de Recursos Humanos. Un Enfoque Estratégico".

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ADDENDUM COVID-19

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

Some practical activities are substituted for greater flexibility in learning.

All sessions will have a synchronous connection through the BBC to facilitate the online flexibility necessary in student learning.

The modality of classes for students will depend on the social and health conditions and the restrictions established by the competent authorities.

In the case of online teaching, classes will be given by videoconference, preferably synchronous, using Blackboard Collaborate, Teams, Skype or the tool that the lecturer considers appropriate to optimize the student's teaching-learning process during the scheduled program sessions, which remain the same days and times.

Increase of the weight in the final grade of the continuous evaluation going from 40% to 100%. Continuous evaluation activities are added in order to have the complete evaluation of the student.