VNIVERSITAT ID VALÈNCIA

COURSE DATA

Data Subject

Code	36239
Name	Strategic management of human resources
Cycle	Grade
ECTS Credits	6.0
Academic year	2016 - 2017

Study (s)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Faculty of Economics	3	First term
1921 - D.D. in Business Management Administration-Law	Doubles Studies Faculty of Law - Faculty of Economics	5	First term

Subject-matter

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	43 - Compulsory subjects in the pathway: legal-business management	Optional
1921 - D.D. in Business Management Administration-Law	6 - Year 5 compulsory subjects	Obligatory

Coordination

Name	Department
HERRERA GOMEZ, JUSTO	105 - Business Administration 'Juan José Renau Piqueras'
LUNA AROCAS, ROBERTO	105 - Business Administration 'Juan José Renau Piqueras'
VIVAS LOPEZ, SALVADOR	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

OUTCOMES

1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.
- Have organisation and planning skills.
- 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 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 leadership and skills for mobilising the capacities of others.
- Have initiative and entrepreneurial spirit.
- Be able to coordinate activities.

- Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long term.

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

- 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 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 1: Fit with organizational strategies.
2.4. HR strategy development 2: 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 planning, information systems and Audit

3.1. Human Resource planning.

3.2. Human resourdce information systems .

3.3. Human resorurce audit

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. Job evaluation and appraising-managing performance

5.1. The appraisal process.

5.2. Identifying performance dimensions.

5.3. Measuring performance.

5.4. Managing performance.

6. Recruiting, selecting and socializing employees

6.1. The hiring process.

6.2. Recruitment.

6.3. Selection.

6.4. Socialization.

6.5. Staff planning.

7. Training and developing employees

7.1. Key challenges in training.

7.2. Training vs. development.

7.3. The training process.

8. Motivating and rewarding employees

8.1. Moticvation: key concepts.

8.2. Compensation: key concepts.

8.3. Compensation system design.

8.4. Creating a pay structure.

8.5. Non-quantificable (off pay) rewards.

9. Recent trends in HRM

9.1. Competency-based management.
9.2. Knowledge management.
9.3. Diversity management.

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 .

EVALUATION

Assessment of students' performance combines
two components:

a) *Practice component*, 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*, 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.

Both components, practice and theory, will account for 50 per cent of the final grade. It is indispensable to pass both of them 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.

REFERENCES

Basic

- Herrera (2010): "Dirección de recursos humanos. Un enfoque de Administración de empresas". Ediciones Ramón Llull. Valencia.
  Pardo y Luna (2006): Recursos humanos para turismo". Prentice Hall.
  Gómez-Mejía, Balkin y Cardy (2011): "Gestión de recursos humanos". Pearson Prentice Hall.
  Goméz Mejía, Balkin y Cardy (2007): "Managing Human Resources". Pearson Prentice Hall.

Additional

- Albizu y Landeta (coord.) (2001): "Dirección Estratégica de los recursos humanos". Pirámide. Madrid.

- Baron y 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 (coord.) (2004): "Conceptos básicos y casos para discusión sobre Dirección y Gestión de recursos humanos". Promolibro. Valencia.

- Valle Cabrera (1995): "La Gestión Estratégica de los recursos humanos". Addison-Wesley Iberoamericana. Wilmington.