

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

|                      |   |
|----------------------|---|
| <b>Code</b>          | 36239                                   |
| <b>Name</b>          | Strategic management of human resources |
| <b>Cycle</b>         | Grade                                   |
| <b>ECTS Credits</b>  | 6.0                                     |
| <b>Academic year</b> | 2022 - 2023                             |

**Study (s)**

| <b>Degree</b>   | <b>Center</b>   | <b>Acad. year</b> | <b>Period</b> |
|---|---|-------------------|---------------|
| 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**

| <b>Degree</b>   | <b>Subject-matter</b>  | <b>Character</b> |
|---|--|------------------|
| 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**

| <b>Name</b>                 | <b>Department</b>  |
|-----------------------------|--|
| PASCUAL IVARS, JOSE VICENTE | 105 - Business Administration 'Juan José Renau Piqueras' |

**SUMMARY**

The subject is proposed as a general review of the main functions with which the human resource management is developed, raising it within the paradigm of the strategic approach, from an ethical perspective and without losing sight of the latest advances that digitalization entails. It is intended to understand the importance of the human resources function to place the employee as a source of competitive advantage, as well as relate it to the organizational design and strategy of the company. The program will focus on both the instrumental functions of human resources and the objectives of recruitment, training and remuneration, in addition to addressing issues of motivation, culture, leadership and the latest paradigms of the discipline.



## 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.
- Demonstrate oral and written communication skills in the native language.
- 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.



- Show motivation for quality.
- 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.
- Acquire interdisciplinary knowledge of the company and its social, economic, institutional and legal environment, and of the basic elements of the management process, such as organisation and administration, accounting, taxation, operations, human resources, marketing, financing and investment.
- Be able to solve financial valuation problems, both for financing decisions and for business investment, in the national and international environment.
- 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

After successfully passing the subject, students will understand the strategic nature of the employees in the organization and will be able to link the key organizational design decisions with the human resources management. Likewise, they will learn to analyze how to carry out recruitment processes, how to measure and then use performance evaluation to improve it via training or motivation, how to design an appropriate remuneration system and how to focus decisions on human resources management to enhance talent and generate organizational commitment, all from an ethical perspective and with the most recent advances offered by digitalization.

## DESCRIPTION OF CONTENTS

### 1. Introduction to Human Resource Management



- 1.1. What is HRM? Purpose and evolution
- 1.2. The value of the employee as a creator of competitive advantage
- 1.3. Models of strategic management of human resources
- 1.4. Human resources information systems

## **2. Organizational design and strategy of HRM**

- 2.1. Job design
- 2.2. Organization design
- 2.3. Strategy-design relationship
- 2.4. Management by competencies

## **3. Recruitment of human resources**

- 3.1. Human resource planning
- 3.2. Recruitment, selection and integration sub-processes
- 3.3. Attracting talent and employer branding

## **4. Performance evaluation**

- 4.1. Objectives of performance evaluation
- 4.2. Performance evaluation process
- 4.3. Performance evaluation vs. performance development

## **5. Human resources training**

- 5.1. Design, techniques and evaluation of the training process.
- 5.2. Human resource development: training and organizational learning
- 5.3. Career development models
- 5.4. Talent development in the organization

## **6. Compensation and remuneration**

- 6.1. Job evaluation: systems and methods
- 6.2. Remuneration and non-remuneration incentives: internal and external equity
- 6.3. Total compensation: concept and model

## **7. Motivation, leadership and culture**

- 7.1. Satisfaction and motivation
- 7.2. Organizational commitment
- 7.3. Concept and theories of leadership
- 7.4. Organizational culture

**8. Recent paradigms in SHRM**

- 8.1. CSR and ethics from HR
- 8.2. Diversity management
- 8.3. Intelligent talent management
- 8.4. The intra-entrepreneur: management and commitment

**WORKLOAD**

| ACTIVITY            | Hours        | % To be attended |
|---------------------|--------------|------------------|
| Theory classes      | 30,00        | 100              |
| Classroom practices | 30,00        | 100              |
| <b>TOTAL</b>        | <b>60,00</b> |                  |

**TEACHING METHODOLOGY**

The theoretical sessions will combine an expository part with the discussion of issues and the presentation of some common tools among HR professionals regarding the topic covered. The classes will be face-to-face and attendance is assumed.

The practical sessions will be developed mainly through case studies, which will be carried out and analyzed in class and in a group, being attendance mandatory. The teacher might suggest to carry out, replace, expand or complement the previous practical exercises with a research regarding a REAL and EXISTING company, regarding the validity, real implementation and proposals for improvement of the theoretical approaches made in the theoretical classes.

**EVALUATION**

The evaluation will combine a part of continuous assessment (mainly in the practical sessions, weighting 30% of the mark) and an exam at the end of the course (70% of the mark). Each part must be passed to pass the course and calculate the average, which will be then the final grade of the subject.

In the 2nd call you can recover the exam (70% of the final grade). The rest (30%), will be non-recoverable. You can only resit the parts not passed.

**REFERENCES****Basic**

- Gómez-Mejía, L. R., E., Balkin, D. B., & Cardy, R. L. (2016). Gestión de recursos humanos. Pearson Educación.





- Luna-Arocas, R. (2017): "Gestión del Talento. De los recursos humanos a la dirección de personas basada en el talento (DPT)". Pirámide. Madrid

#### **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".
- Landeta Rodríguez, J., & Albizu Gallastegi, E. (2014). Dirección estratégica de los recursos humanos. Ediciones Pirámide.