

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

<b>Code</b>	36242
<b>Name</b>	Strategic management of human resources
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	6.0
<b>Academic year</b>	2017 - 2018

**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	Second term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1313 - Degree in Business Management and Administration	46 - Compulsory subjects in the pathway: human resources management	Optional

**Coordination**

<b>Name</b>	<b>Department</b>
COMECHÉ MARTINEZ, JOSE MANUEL	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

Sin requisitos previos.

## OUTCOMES

### 1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.
- Demonstrate oral and written communication skills in the native language.
- 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 understand and use the different quantitative and qualitative methods to reason analytically, evaluate results and predict economic and financial parameters.
- Be able to make decisions under certainty and uncertainty environments.
- Be able to define, solve and present complex problems systemically.
- Be able to relate the different elements that interact in the decisions of individuals.
- 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 resource information systems .
- 3.3. Human resource 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. Motivation: key concepts.
- 8.2. Compensation: key concepts.
- 8.3. Compensation system design.
- 8.4. Creating a pay structure.
- 8.5. Non-quantifiable (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
<b>TOTAL</b>	<b>60,00</b>	

**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

- Herrera (2010): "Dirección de recursos humanos. Un enfoque de Administración de empresas". Ediciones Ramón Llull. Valencia.
- Gómez-Mejía, Balkin y Cardy (2011): "Gestión de recursos humanos". Pearson Prentice Hall.
- Gómez-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.