

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

Code	42742
Name	Remuneration systems
Cycle	Master's degree
ECTS Credits	3.0
Academic year	2023 - 2024

Study (s)

Degree	Center	Acad. year	Period
2126 - M.D. in Human Resources Management	Faculty of Social Sciences	1	Second term

Subject-matter

Degree	Subject-matter	Character
2126 - M.D. in Human Resources Management	3 - Functions of human resources management	Obligatory

Coordination

Name	Department
MARTINEZ TUR, VICENTE A.	306 - Social Psychology
REVUELTO TABOADA, LORENZO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The subject aims to equip students with the knowledge needed to make decisions or act as an external advisor on the design of remuneration systems, capable of combining staff motivation and quality of work life, with the effectiveness and efficiency essential to ensure the competitiveness and sustainability of organizations.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

Basic knowledge on the organization and functions of human resources management is required, with particular emphasis on issues related to motivation at work

OUTCOMES

2126 - M.D. in Human Resources Management

- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.
- Students should demonstrate self-directed learning skills for continued academic growth.
- Students should be able to initiate, lead, promote and facilitate interactions, as well as to manage groups of people.
- Students should be able to prepare reports and make oral presentations related to human resources management.
- Students should have assertive communication and negotiation skills. This means being able to carry out negotiations related to the direction and management of human resources, and being able to carry out a mediation activity that facilitates an adequate management of human resources.
- Students should be prepared for lifelong learning and self-development. The individual develops the ability to incorporate new knowledge, skills and professional competences.
- Students should be able to read a normative text or an application decision, critically and inferring its consequences in the field of business.
- Students should know the basic concepts of labour legislation and social protection needed to understand the contents of the master's degree and to carry out human resources management tasks.
- Students should know the fundamental characteristics of the labour market in Spain, its trends and structural changes.



- Students should be able to plan, implement, develop and evaluate human resources management in accordance with scientific models and procedures and in compliance with the ethical criteria of the profession.
- Students should be able to calculate and interpret productivity ratios and advise on decision-making in this respect.
- Students should be able to design, implement and evaluate remuneration systems.
- Students should be able to represent the organisation in different areas of representation and negotiation, particularly in collective bargaining.

LEARNING OUTCOMES

Students will delve, at an advanced level, into the processes involved in the functions human resources management. They will be able to use methods for performance assessment and design of remuneration systems.

In particular, he must:

1. Understand the fundamental role of the design of the remuneration system within the framework of the organizational strategy.
2. Understand the interrelationships between the design of the remuneration system and other human resources functions, especially with job assessment, performance and competency assessment.
3. Know the main options in terms of remuneration systems that include remuneration based on position, individual and performance or performance.
4. Know the main sources of information that the responsible can use when collecting information for remuneration decision-making.
5. Be able to analyze and solve a specific problem of remuneration, without losing the medium- and long-term strategic perspective, while trying to balance internal, external and individual equity.
6. Be able to prepare a report adequately informing its decisions as responsible, or the recommendations that he would make as an external advisor to the organization.
7. Plan in a coherent manner the implementation process of a new remuneration system, anticipating the possible disadvantages to manage the change properly.

DESCRIPTION OF CONTENTS

1. Introduction to the remuneration system

The importance of the remuneration system in the context of the management of the organization and its human resources is analyzed. The psychological contract. The concepts of internal, external and individual equity are introduced

**2. Remuneration instruments**

Review of the main remuneration instruments. Intrinsic and extrinsic remuneration, financial and non-financial, direct and indirect. Fixed versus variable remuneration, social benefits and payment in kind.

3. Remuneration model

Analysis of compensation policies. Consistency or internal equity. Competitiveness or external equity. Job valuation. Evaluation of the employee's contribution. Program management

4. Organizational strategy and remuneration system

Models of coherence between corporate strategy and remuneration system. Models of coherence between competitive strategy and remuneration system. Internal consistency of remuneration policies and practices with other human resources policies and practices.

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	18,00	100
Tutorials	6,00	100
Classroom practices	6,00	100
Development of group work	20,00	0
Development of individual work	15,00	0
Readings supplementary material	10,00	0
TOTAL	75,00	

TEACHING METHODOLOGY

The teaching methodology combines lectures with more participatory sessions based on the analysis of specific cases and the implementation of practices that are as close to reality as possible. These sessions are complemented, in some cases, with class discussion and mandatory tutorials in which students receive feedback in relation to their work, errors made, and issues that should be improved are communicated. This method gives you the option to maintain the grade or try to improve it by resubmitting the work with improvements.

EVALUATION



Final marks will be the mean value of the assignments required (80%) and active involvement (20%).

Evaluation of students' individual and/or group works: 80%

- The mark students will get will be based on the assessment obtained by performing individual group work in and out of class.
- The marks associated with the work will be integrated, weighted according to their contribution to the total workload of the subject.

Participation and involvement in activities: 20%

In second call it will not be possible to improve the mark of active participation, that it is not recoverable. To pass the subject in the second call, the mark can be improved by improving the works done or making other substitutes proposed by the teaching staff.

The course grade will be subject to the provisions of the Grading Regulations of the University of Valencia (ACGUV 12/2004) (<http://www.uv.es/graus/normatives/Reglamentqualificacions.pdf>)

In the event of fraudulent practices, copying or plagiarism, the provisions of the Protocol for action against fraudulent practices of the University of Valencia (ACGUV 123/2020) will be followed: <https://www.uv.es/sgeneral/protocols/c83.pdf>

REFERENCES

Basic

- Albizu, E. y Landeta, J. (2001): Dirección Estratégica de los Recursos Humanos: Teoría y Práctica. Pirámide.
- Armero de Dueñas, J., & Lahera Fernández, M. (2009). Un nuevo planteamiento estratégico para la retribución variable: el modelo ERV. Harvard Deusto Business Review, (183), 56-68.
- Arraiz, J. I. (1999) Retribuir el futuro. Guía práctica de la retribución en España. Grupo Santillana de Ediciones Madrid
- Gómez-Mejía, L.R. y Sánchez Marín, G. (2006): La retribución y los resultados de la organización. Investigación y práctica empresarial. Prentice-Hall, Madrid
- Markovich y Newman (2001). Compensation. McGraw-Hill- Irwin 7th edition
- Martínez-Tur, V. (2011). Pagas e incentivos. Sistemas de compensación o remuneración. Apuntes del master, 1-45.
- Prat, R., & Muñiz, L. (2002). Sistemas de retribución variable e indicadores de control de gestión. Partida doble, 12(135), 66-79.

Additional

- Aguilar, E.M. (2001): "El diseño del sistema de retribución de los directivos: problemática y evidencia empírica". Dirección y Organización, 26, 196-212.
- Arévalo, et. Al (2007): Moral hazard and monetary rewards at work revisited: On why firms challenge conventional wisdom in search of excellence. XVII congreso nacional ACEDE, septiembre, Sevilla, 1-24.



- Bonache, J. y Cabrera, A. (dir.) (2002): Dirección estratégica de las personas. Prentice Hall.
- Byars y Rue. (1996). Gestión de Recursos Humanos. IRWIN. México
- Dalziel y otros (1996) Las competencias: clave para una gestión integrada de los RRHH. Deusto. Bilbao
- De Jorge, J. (2000): Análisis empírico de los mercados internos de trabajo. Distribución de salarios y estructura jerárquica de puestos.
- Fernández Guerrero, R. (Coord.) (1998): Organización y métodos de trabajo. Civitas.
- Fernández- Ríos, M. y Sánchez, J. C. (1997) Valoración de Puestos de Trabajo. Díaz de Santos. Madrid.
- Gómez-Mejía y otros. (2001) Gestión de Recursos Humanos. Prentice Hall. Madrid.
- Lawler, E. E, (1986). La retribución. Su impacto en la eficacia empresarial
- Marín, D. (2004). Políticas retributivas: Los incrementos y mucho más. Capital Humano, Nº 173
- McAdams, J. L. (1996) Premiar el desempeño. Díaz de Santos. Madrid
- Sinha, P. y Zoltners, A. A. (