

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

Code	42749
Name	Strategy and management of human resources
Cycle	Master's degree
ECTS Credits	3.0
Academic year	2018 - 2019

Study (s)

Degree	Center	Acad. year	Period
2126 - M.U. en Dirección y Gestión de Recursos Humanos 12-V.2	Faculty of Social Sciences	2	First term

Subject-matter

Degree	Subject-matter	Character
2126 - M.U. en Dirección y Gestión de Recursos Humanos 12-V.2	5 - Strategy and management of human resources	Obligatory

Coordination

Name	Department
CANET GINER, MARIA TERESA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This subject examines the role of the Human Resources Management in Strategic Management, and consequently, the meaning of the concept of Strategic Management of Human Resources. We analyze similarities and relationships between business strategy and various HRM measures that can be taken from the global perspective and from the perspective of each of the functional areas of the company. We analyze also the relationship between HR strategy, international strategy and knowledge management.

PREVIOUS KNOWLEDGE**Relationship to other subjects of the same degree**

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



Other requirements

Knowledge acquired in the previous subjects of the master

OUTCOMES

2126 - M.U. en Dirección y Gestión de Recursos Humanos 12-V.2

- Students can apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study.
- Students are able to integrate knowledge and handle the complexity of formulating judgments based on information that, while being incomplete or limited, includes reflection on social and ethical responsibilities linked to the application of their knowledge and judgments.
- Students can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences, clearly and unambiguously.
- Students have the learning skills that will allow them to continue studying in a way that will be largely self-directed or autonomous.
- Que los/las estudiantes sean capaces de auto-organizarse, lo cual significa planificar y establecer sistemáticamente con tiempo realista los diferentes trabajos en su agenda personal, priorizando sus actividades, atendiendo a criterios de urgencia e importancia, utilizando herramientas y procedimientos explícitos para controlar el nivel de ejecución del trabajo y optimizando el tiempo.
- Que los/las estudiantes sean capaces de iniciar, dirigir, promover y facilitar las interacciones, así como para dirigir grupos de personas.
- Que los/las estudiantes sean capaces de desarrollar la capacidad de comunicación, influencia y eficacia en las relaciones interpersonales.
- Que los/las estudiantes sean capaces de preparar informes y realizar presentaciones orales relacionados con la dirección y gestión de recursos humanos.
- Que los/las estudiantes sean capaces de adaptarse al cambio y ser creativos. En este sentido, deberá adquirir la capacidad para modificar la conducta previsible y habitual a fin de adecuarse a las exigencias de situaciones diversas sin, por ello, modificar substancialmente los objetivos finales de los procesos de trabajo (incorporando nuevos datos provenientes del entorno).
- Que los/las estudiantes sean capaces de liderar personas y equipos para la consecución de los objetivos de gestión y dirección de recursos humanos. En este sentido, deberá desarrollar un cierto nivel de sensibilidad relacional y empatía.
- Que los/las estudiantes sean capaces de comprender y gestionar la diversidad cultural y étnica de las organizaciones.
- Que los/las estudiantes sean capaces de desarrollar una cierta tolerancia ante la incertidumbre.
- Que los/las estudiantes sean capaces de elaborar una estrategia corporativa de contratación, remuneración y formación de los trabajadores/as.
- Que los/las estudiantes sean capaces de elaborar un plan estratégico de recursos humanos en consonancia con la estrategia general de la empresa. De la misma manera, ser capaz de ofrecer inputs relevantes, desde la gestión y la dirección de recursos humanos, para el plan estratégico de la organización.

LEARNING OUTCOMES

The student will be able to, knowing the importance of leadership, develop their skills in this sense from a strategic perspective.

The student will be able to understand how to deploy human resources policies that contribute to the achievement of the strategic objectives of the organization



The student will learn and will be able to apply human resource policies that encourage knowledge creation and retention of talent in the company.

DESCRIPTION OF CONTENTS

1. Strategic Management of Human Resources

Relationship between Human Resource Management and Strategic Management of the Firm
 Role of Human Resources Strategic Management and strategy formulation
 Relationship between Human Resources strategy and competitive strategies
 o Relationship among HR, innovation strategy and Knowledge management strategy
 o Relationship between HR management and Quality Management

2. HR strategic management in the internationalization strategy

Role of Human Resources Management in the different stages of the internationalization process
 The relevance of the expatriates phenomenon

WORKLOAD

ACTIVITAT	Hours	% To be attended
Theory classes	16.00	100
Classroom practices	8.00	100
Tutorials	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

Given the theoretical and practical nature or applied of the competences that the student has to acquire, learning methodology that must be used will include:

- A group of theoretical sessions using expositive and participative lectures
- Oral presentations on the part of the students
- Reading documents that can be relevant for the classes

Case study and solving



EVALUATION

Evaluation of Class attendance, contributions and participation of students in the classroom. 20%

Assessment of individual activities and / or group. 40%

Quality of oral presentation of students work, 10%

Written exam, 30%

The 20% continuous evaluation is non-recoverable

REFERENCES

Basic

- García-Tenorio, J y Sabater, R. (Coord.) (2004): Fundamentos de dirección y gestión de recursos humanos. Thompson..
- Gómez Mejía, L.R., Balkin, O.B. y Cardy, R.L. (2005): Gestión de recursos Humanos. Prentice Hall.

Additional

- Milkovich, G.T. y Boudreau, J.W. (1994). Dirección y Administración de Recursos Humanos. Addison-Wesley Iberoamericana.
- Bonache, J. y Cabrera, A. (Dir., 2002): Dirección estratégica de personas. Evidencias y perspectivas para el siglo XXI. Prentice Hall, Madrid.
- Baron, J.N. y Kreps, D.M. (1999): Strategic Human Resources. Frameworks for General Managers. John Wiley & Sons, New York.
- Harris, M. (2000): Human Resource Management. A Practical Approach. Thomson, Ohio.