VNIVERSITAT ĠIDVALÈNCIA

COURSE DATA

Data Subject

Code	42749
Name	Strategy and management of human resources
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	2	First term

Subject-matter

Degree	Subject-matter	Character
2126 - M.D. in Human Resources Management	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.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 self-organise, which means systematically planning and setting realistic time schedules for the different tasks in their personal agenda, prioritising their activities, attending to criteria of urgency and importance, using explicit tools and procedures to control the level of performance and optimising time.

- Students should be able to initiate, lead, promote and facilitate interactions, as well as to manage groups of people.

- Students should have the ability to communicate, influence and be effective in interpersonal relationships.

- Students should be able to prepare reports and make oral presentations related to human resources management.

- Students should be able to adapt to change and be creative. In this sense, they should develop the ability to modify predictable and habitual behaviour in order to adapt to the demands of different situations without substantially modifying the final objectives of the work processes (incorporating new data from the environment).

- Students should be able to lead people and teams to achieve the objectives of human resources management. In this sense, they should develop a certain level of relational sensitivity and empathy.

- Students should understand and manage cultural and ethnic diversity in organisations.

- Students should develop a certain tolerance for uncertainty.

- Students should be able to design a corporate strategy for recruitment, remuneration and training of workers.

- Students should be able to prepare a strategic human resources plan in line with the company's overall strategy. In the same way, they should be able to provide relevant inputs from human resources management for the organisation's strategic plan.

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

ACTIVITY	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 the contributions, involvement and participation of the students in the development of tasks and activities scheduled in person in the classroom: 20%

Evaluation of individual and/or group activities: 40%

Quality of the oral presentation and discussion of the papers: 10%

Written exam: 30%

20% of continuous evaluation is not recoverable in any of the calls. In the second call, the classification of non-recoverable activities is maintained. The student can pass the subject in the second call from the presentation of the work (and discussion in tutorial with the teacher) and the completion of the exam. The exam and work in the first and second calls will be of similar difficulty and characteristics. In the event of a tie when awarding the honors degree, the student who has had a more active participation in the classroom, and who has presented the practices and voluntary activities suggested will received the honors.

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

- 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. (2016): Gestión de recursos Humanos. Prentice Hall, 8ª edición

- Johnson, G., Whittington, R., Regnér, P., Angwin, D., & Scholes, K. (2020). Exploring strategy. Text and Cases. Pearson UK.

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

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.

- Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. Journal of management, 28(4), 517-543.