

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

Code	42753
Name	Competency-based and value-based management
Cycle	Master's degree
ECTS Credits	3.0
Academic year	2018 - 2019

Study (s)

Degree	Center	Acad. year	Period
2126 - Master's Degree in Human Resources Management	Faculty of Social Sciences	2	First term

Subject-matter

Degree	Subject-matter	Character
2126 - Master's Degree in Human Resources Management	5 - Strategy and management of human resources	Obligatory

Coordination

Name	Department
QUILEZ PARDO, MANUEL	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This subject tries to show and to provide students comprehensive Human Resources Management systems, particularly in the case of the Management Skills; and based on the definition and management of the corporate culture of companies, in the case of Management by Values.

The management of competences is analyzed from a strategic perspective, and seeks the alignment of HR policies with the strategy of organizations to achieve competitive advantage through people.

System Management by Values works from the concept of corporate culture, the necessary alignment between culture and business strategy, and the probable need for organizational change management. It is therefore a Strategic Management system that proposes to align the values of the organization and of the people in order to achieve competitive advantage through the management of a fundamental element of culture, the values that compose it. Students will learn to define, identify and assess values, and to identify mechanisms and tools for managing cultural change, primarily through the concepts of leadership, communication and HR policies



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

The basic previous knowledge should be: Strategic Management, Strategic HR Management, HR policy development, basic knowledge on the definition and identification of Professional Competencies

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

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- 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 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 establish mechanisms to guide and motivate workers.
- 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 design and conduct interviews to support human resources management functions.
- 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 understand and be able to develop leadership processes in human resources management by promoting systems of participation in the organisation and developing an appropriate internal communication policy.

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

Throughout the module students will be able to define and identify skills, learn methodologies based on process management and continuous improvement to define and deploy the various HR policies (recruitment, selection, reception, training, promotion, compensation, evaluation analysis and description of jobs) that will take as its backbone, and revolve around the skills system previously identified and defined.

Students will learn to define, identify and assess values, and to identify mechanisms and tools for managing cultural change, primarily through the concepts of leadership, communication and HR policies. They will know and be able to apply human resource policies that promote knowledge creation and retention of talent in the company.

DESCRIPTION OF CONTENTS

1. 1. Integrative systems of Human Resource Management

Create competitive advantages through the HR function: alignment with corporate strategy.

The concept of professional competence.

Identification, description and type of skills.

Professional competencies as the core in the deployment, monitoring and evaluation of the strategy and HR policies.

2. 2. Management with values: corporate culture as a competitive argument

Strategic Management and Culture.

Definition of Culture.

Definition and identification of values.

Value Management.

Mechanisms of cultural change: leadership, communication and HR policies

**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

The teaching methodology will be:

Expository and Participatory Master Class, trying to provide new knowledge and clarify the existing one within an overall framework of management systems.

Various group activities (group dynamics to practical case analysis and development of group work) for the sharing of opinions and suggestions will be designed, while students are invited to participate with their individual opinions.

EVALUATION

English version is not available

REFERENCES**Basic**

- La Gestión por Competencias. Claude Levy-Leboyer.
- Dirección y Gestión de RRHH. Luis R. Gómez Mejía y otros.
- La Dirección por Valores. García y Dolan.

Additional

- Fundamentos de Dirección y Gestión de RRHH. Jesús García-Tenorio y otros.
- Dirección de Personas. Jaime Bonache y otros.



- Manual de programas de Desarrollo de RRHH. Federico Gan y otros.
- Gestión por Competencias: un modelo estratégico para la Dirección de RRHH. Javier Fernández López.

