



centre adscrit a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GUÍA DOCENTE 2017-18

RECURSOS HUMANOS

Julio 2017

Subject	Human Resources Management (HRM)
Code:	801133 (ADE)
Year:	2017-2018
Degree:	Degree in Business Administration
Number of credits (ECTS):	6
Requisites:	
Study plan location:	4th. year, 1st semester
Last Revised:	August 2017
Professor:	Dr. Rafael Valenzuela

1 GENERAL DESCRIPTION

The course presents fundamental concepts, policies and practices in strategic Human Resources Management (HRM). Through the provision of critical HRM tools, it enables the student to analyse real-world business situations and to design, implement and assess strategies aimed at optimizing people's contributions to the organization. The HRM course delves into basic HR processes, like work design, talent attraction, welcome-induction plan, formation, strategic placement, performance assessment, training needs assessment, development, coaching, retribution-compensation-recognition-benefits, career planning, succession planning and others from a strategic perspective.

2 OBJECTIVES

After having completed the course successfully, the student will be able to:

- understand the foundations and criteria for strategic decision making in Human Resources Management (HRM).
- understand how to design HRM policies and practices that are well integrated with- and support company strategy.
- analyse real business-world HRM challenges, which naturally arise from the need of organizations to manage people strategically, according to contemporary trends in HRM.

- assess and resolve strategic HRM challenges, considering various company stakeholders in various organizational settings.

3 CONTENTS

Theme 1: Introduction to Strategic Human Resources Management

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Distinguish between the basic processes of the Department of Human Resources Management.
- Establish connections between considerations of organizational strategy and structure and decision making in strategic HRM.

1.1 The HRM function and basic HR processes

1.1.1 . Industrial Relations versus Human Resources Management

1.2 Aligning the HRM function with the Company Strategy

1.2.1 Types of organizational generic strategies: differentiation, cost leadership and focus.

1.2.2 Business competition (five forces analysis)

1.2.2 Types of products: the growth-share matrix of the product portfolio.

Theme 2: Strategic work design

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Design critical key work positions and their associated strategic competencies in order fit the organizational strategy and structure.
- Design simulated HRM strategies in order to attract talent and critical professional key profiles needed by the organization to gain a sustained competitive advantage and profitability.

2.1 Planning of strategic work positions

2.2 Attracting talent (critical key figures)

Theme 3: Performance Assessment

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Discriminate key performance indicators relevant to the degree of achievement of the company strategy
- Design performance assessment plans for critical key work positions in the organizational structure.

3.1 The concept and need of assessment

3.2 Key performance indicators and measurement

3.3 Managerial assessment skills and techniques

3.3.1 Observation, interview, focus group, questionnaire, report.

Theme 4: Training and Development

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Evaluate the importance of training and development of employees in relation to company strategy and sustained competitiveness.
- Create simulated HRM strategies to longitudinally manage learning and development processes of attracted talent and critical key employees that add value to the organization in sustained and strategic ways.

4.1 Welcome-induction plan

4.2 Assessment of training needs

4.3 Development and career plan

4.3.1 Managers' career plans

4.4 Succession plan

Theme 5: Retribution, compensation, benefits, recognition and motivation.

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Design pay and compensation structures to adequately address the financial demands of internal stakeholders (employees), ultimately guaranteeing minimum organizationally undesired employee turnover.
- Propose strategies for managerial coaching, focused on integral design of multi-level benefit plans and team-based workplace recognition and motivation, aimed at attracting and retaining targeted talent and critical key profiles as employees.

5.1 Pay and pay structures

5.1.1 Fixed and variable wage

5.2 Benefits

5.2.1 Effectively communicating benefits to actual and potential employees

5.3 Recognition and motivation

5.3.1 Psychological and psychosocial perspectives on workplace motivation and organizational culture

Theme 6: Contemporary issues in HRM

Learning goals

After having successfully incorporated the theory and practiced the applied skills, the student will be able to:

- Construct adequate arguments regarding the best strategies to achieve company sustainability in a legal environment incorporating strategic HRM considerations on issues such as collective and individual bargaining, safety, equality, and high international mobility and integration in business.

6.1 Legal environment: equality & safety regulations

6.2 Labor relations: collective and individual bargaining

6.3 Aspects of HRM in inter- (multi)national contexts

4 TEACHING AND LEARNING METHODOLOGY

The course is based on three pillars: a) lectures and presentations by the teacher; b) in-class exercises and c) home-work assignments. In-class exercises and home-work assignments will aid the student in solidifying their knowledge, regarding concepts and procedures of the various processes of the Human Resources Management Department.

5 ASSESSMENT

The pedagogical model of the Bologna Plan positively rewards sustained engagement and effort of students. Ongoing assessments of activities, such as in-class exercises and home-work assignments, represent 40% of the final point average. Whereas 60% of the point average stems from the mark in the final exam. The final exam also has two calls, so that students who do not pass the first time can have a second chance.

Final mark of the course (**FM**) will be calculated according to the following formula:

$$\text{FM} = \text{Mark in Final Exam (FE)} \times 60\% + \text{Mark in the Ongoing Assessment (OA)} \times 40\%$$

The **minimum mark** that has to be obtained in the Final Exam (FE) is **40 points** out of a hundred (100).

Students need a minimum **FINAL Mark of 50 points** to pass the course.

6 BIBLIOGRAPHY

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