



Teaching Guide

| Identifying Data | | | | | 2020/21 |
|----------------------------|--|---------------|---------------------|-------------|-----------|
| Subject (*) | Strategic management of human resources | | | Code | 611507007 |
| Study programme | Mestrado Universitario en Dirección e Administración de Empresas (2013) | | | | |
| Descriptors | | | | | |
| Cycle | Period | Year | Type | Credits | |
| Official Master's Degree | 2nd four-month period | First | Obligatory | 3 | |
| Language | Spanish | | | | |
| Teaching method | Face-to-face | | | | |
| Prerequisites | | | | | |
| Department | EconomíaEmpresa | | | | |
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| Lecturers | Calvo Babío, Nuria Begoña | E-mail | nuria.calvob@udc.es | | |
| Web | | | | | |
| General description | The main goal of this subject is the analysis of the people management at organizations, and the relations among decisions of human resources and other management decisions. | | | | |
| Contingency plan | <ol style="list-style-type: none">Content changes A content structure is not modifiedMethods * Methods that are maintained<ul style="list-style-type: none">- Work in teams- Analysis of business cases * Methods that are modified<ul style="list-style-type: none">- Face-to-face master classes- Face-to-face tutorial sessionsMechanisms for personalized attention to students<ul style="list-style-type: none">- Email: reply in less than three business days.- Teams: master classes in a synchronous way and recorded to be accessed by students in asynchrouous way.- Moodle: use of this platform for storage of videos, supporting documents and the management and assessment of tasks.Changes of the evaluation criteria: no changes * Observations of assessment: No changes.Modifications of the bibliography or webgraphy: A bibliography is not modified. | | | | |



| Study programme competences / results | |
|---------------------------------------|---|
| Code | Study programme competences / results |
| A23 | CE23 - Diseñar postos de traballo. |
| A24 | CE24 - Diseñar sistemas de incentivos. |
| A25 | CE25 - Implantar políticas de selección de persoal e deseñar carreiras profesionais |
| B1 | CB6 - Posuír e comprender coñecementos que acheguen unha base ou oportunidade de ser orixinais no desenvolvemento e/ou aplicación de ideas, a miúdo nun contexto de investigación |
| B2 | CB7 - Que os estudantes saiban aplicar os coñecementos adquiridos e a súa capacidade de resolución de problemas en contornas novas ou pouco coñecidos dentro de contextos máis amplos (ou multidisciplinares) relacionados coa súa área de estudo |
| B3 | CB8 - Que os estudantes sexan capaces de integrar coñecementos e enfrontarse á complexidade de formular xuízos a partir dunha información que, sendo incompleta ou limitada, inclúa reflexións sobre as responsabilidades sociais e éticas vinculadas á aplicación dos seus coñecementos e xuízos |
| B4 | CB9 - Que os estudantes saiban comunicar as súas conclusións e os coñecementos e razóns últimas que as sustentan a públicos especializados e non especializados dun modo claro e sen ambigüidades |
| B6 | CG1 - Organizar e planificar a xestión empresarial. |
| B7 | CG2 - Resolver problemas empresariais. |
| B8 | CG3 - Tomar decisións na empresa de forma efectiva. |
| B9 | CG4 - Compromiso ético na dirección empresarial. |
| B10 | CG5 - Aplicar coñecementos á xestión empresarial |
| B11 | CG6 - Aprender novas técnicas de dirección de empresas. |
| B12 | CG7 - Adaptarse a novas situacións e xerar novas ideas no mundo empresarial. |
| B14 | CG9 - Entender a importancia da cultura emprendedora. |
| C1 | CT01 - Saber manexar as fontes de información relevante e o seu contido |
| C2 | CT02 - Valorar críticamente o coñecemento e a tecnoloxía. |
| C3 | CT03 - Valorar a importancia da aprendizaxe ao longo de toda a carreira profesional. |
| C4 | CT04 - Traballar en equipo e desenvolver un espírito lóxico e creativo. |
| C5 | CT05 - Capacidade de análise e síntese |
| C6 | CT06 - Comunicación oral e escrita. |
| C7 | CT07 - Capacidade crítica. |
| C8 | CT08 - Capacidade de liderado |
| C9 | CT09 - Habilidade para traballar de forma autónoma. |
| C10 | CT10 - Capacidade para comunicarse con expertos doutras áreas. |
| C11 | CT11 - Utilizar as ferramentas básicas das tecnoloxías da información e as comunicacións (TIC) necesarias para o exercicio da súa profesión e para a aprendizaxe ao longo da súa vida. |

| Learning outcomes | | |
|---|---------------------------------------|-----|
| Learning outcomes | Study programme competences / results | |
| Strategic analysis of the problems regarded with people management in organizations | BJ1 | CJ1 |
| | BJ2 | CJ2 |
| | BJ3 | CJ5 |
| | BJ4 | CJ6 |
| | BJ7 | CJ7 |
| | BJ10 | |
| | BJ12 | |



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| To know the conceptual framework of the processes, policies and trends of human resources in the companies | AJ23 AJ24 | BJ1 BJ3 BJ6 BJ8 BJ9 BJ11 | CJ1 CJ4 CJ8 CJ10 CJ11 |
| To design a strategic plan of human resources in a new company | AJ23 AJ24 AJ25 | BJ2 BJ3 BJ4 BJ7 BJ10 BJ14 | CJ3 CJ4 CJ5 CJ6 CJ9 CJ11 |
| To design and apply tools to support the HR Management | AJ23 AJ24 AJ25 | BJ1 BJ2 BJ3 BJ4 BJ7 BJ10 BJ11 | CJ1 CJ2 CJ4 CJ5 CJ6 CJ7 CJ8 CJ9 CJ10 CJ11 |

| Contents | |
|--|--|
| Topic | Sub-topic |
| 1. The strategic role of HR Management | 1.1. Diagnosis of the human problems in companies 1.2. Management based on competences |
| 2. Process, policies and trends of HR Management | 2.1. Process of people management in companies 2.2. Policies of HR Management 2.3. Trends of HR Management |
| 3. Development of a HR strategic plan | 3.1. HR Planning 3.2. Job profile vs Professional profile 3.3. HR operative Plan |
| 4. Design of tools of support of HR Management | 4.1. Critical incidents interview 4.2. Performance assesment 4.3. Incentive systems |

| Planning | | | | |
|-----------------------|--|--------------------------------------|-------------------------------|-------------|
| Methodologies / tests | Competencies / Results | Teaching hours (in-person & virtual) | Student?s personal work hours | Total hours |
| Case study | A23 A24 A25 B1 B2 B3 B4 B6 B7 B8 B9 B10 B12 B14 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11 | 10 | 20 | 30 |
| Problem solving | A23 A24 A25 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11 | 4 | 12 | 16 |
| Oral presentation | C1 C5 C6 C7 C8 C10 C11 | 2 | 4 | 6 |



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|---|---|-----|-----|----|
| Directed discussion | B1 B2 B3 B4 B9 B10 B12 B14 C1 C2 C4 C5 C6 C7 C8 C9 C10 C11 | 4 | 12 | 16 |
| Document analysis | A23 A24 A25 B1 B3 B11 C1 C2 C5 C6 C7 C10 C11 | 0.5 | 1.5 | 2 |
| Personalized attention | | 5 | 0 | 5 |
| (*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students. | | | | |

| Methodologies | |
|---------------------|--|
| Methodologies | Description |
| Case study | The team members will solve issues of Human Resources planned in case studies, applying the conceptual framework of the subject. |
| Problem solving | Diagnosis of causes and consequences of human resources problems. |
| Oral presentation | The students will defend the outcomes of their business projects and case studies. |
| Directed discussion | Open discussion about problem solving and proposals of human resources strategies. |
| Document analysis | Individual and group search of human resources practices and decision tools. |

| Personalized attention | |
|--|---|
| Methodologies | Description |
| Case study Directed discussion Oral presentation Problem solving Document analysis | <p>The teacher will attend the questions raised by the students during the presential sessions, and will also reserve some time for tutorial sessions at her personal office.</p> <p>During the case study sessions, the student will be able to discuss their points of view of some aspects related to the case.</p> <p>Students who have recognized part-time dedication and academic exemption from attendance will use the Teams and Moodle platforms and e-mail as the main communication vehicle for the contents management of the course, on-line tutorial sessions with the teacher and the delivery of personal work.</p> <p>Those students affected by health problems will be able to follow the classes using Teams and deliver their homework in Moodle.</p> |

| Assessment | | | |
|-----------------|--|--|---------------|
| Methodologies | Competencies / Results | Description | Qualification |
| Case study | A23 A24 A25 B1 B2 B3 B4 B6 B7 B8 B9 B10 B12 B14 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11 | The assessment of the results of the case study must be supported by a correct diagnosis and analysis of the problem | 70 |
| Problem solving | A23 A24 A25 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11 | Students must apply specific tools to the problem solving | 30 |

| Assessment comments |
|---------------------|
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According to the curriculum design of this MBA, the assessment of the student implies a close collaboration between the professors of each subject and the coordinator of the business plan.

The case study method requires the adequate application of problem solving methodologies, the oral defense of the results of the analysis, the ability to discuss and to defend the criteria that support the analysis and the search, filtering, selection and consultation of sources of documentation that support the analysis.

The assesment criteria (case study 70% and problem solving 30%) will be used in the first opportunity.

On the second opportunity, the student will have to submit an individual analysis of human resources on the official date of the call.

Students who have part-time dedication and academic exemption from attendance will be evaluated based on the result obtained in the case study and problem solving, regardless of their attendance to classes.

Sources of information

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|----------------------|---|
| Basic | Dado que o análise e a búsqueda de fontes documentais é unha das metodoloxías desenvolvidas durante o curso e sometidas a avaliación será o propio alumno (orientado por o docente) quen, en función dos problemas que teña que abordar buscará as referencias documentais máis apropiadas.No obstante, durante o curso, tanto os docentes como os directores de empresa suxerirán o material que consideren máis axeitado en cada momento. Bibliografía recomendada de consulta:De Juana Espinosa et al. (2012). Human resource management in the digital economy: Creating synergy between competency models and informationGutiérrez et al. (2001). Manual práctico de política retributiva. Watson Wyatt.Parker et al. (2002). Cómo recompensar eficazmente a un equipo de trabajo. Watson Wyatt. Díaz de SantosWarren and Kourdi (2003). People Power: Developing the talent to perform. Vola Press Ltd. |
| Complementary | |

Recommendations

Subjects that it is recommended to have taken before

Subjects that are recommended to be taken simultaneously

Subjects that continue the syllabus

Other comments

(*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.