



## Teaching Guide

Identifying Data					2021/22
<b>Subject (*)</b>	Strategic management of human resources	<b>Code</b>	611507007		
<b>Study programme</b>	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	
<b>Language</b>	Spanish				
<b>Teaching method</b>	Face-to-face				
<b>Prerequisites</b>					
<b>Department</b>	EconomíaEmpresa				
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<b>Web</b>					
<b>General description</b>	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.				



<b>Contingency plan</b>	<p>1. Content changes A content structure is not modified</p> <p>2. Methods</p> <p>* Methods that are maintained</p> <ul style="list-style-type: none"><li>- Work in teams</li><li>- Analysis of business cases</li></ul> <p>* Methods that are modified</p> <ul style="list-style-type: none"><li>- Face-to-face master classes</li><li>- Face-to-face tutorial sessions</li></ul> <p>3. Mechanisms for personalized attention to students</p> <ul style="list-style-type: none"><li>- Email: reply in less than three business days.</li><li>- Teams: master classes in a synchronous way and recorded to be accessed by students in asynchronous way.</li><li>- Moodle: use of this platform for storage of videos, supporting documents and the management and assessment of tasks.</li></ul> <p>4. Changes of the evaluation criteria: no changes</p> <p>* Observations of assessment: No changes.</p> <p>5. Modifications of the bibliography or webgraphy: A bibliography is not modified.</p>
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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 coñecidas 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 criticamente 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 managment in organizations		BJ1 BJ2 BJ3 BJ4 BJ7 BJ10 BJ12	CJ1 CJ2 CJ5 CJ6 CJ7
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	BJ1	CJ1
	AJ24	BJ2	CJ2
	AJ25	BJ3	CJ4
		BJ4	CJ5
		BJ7	CJ6
		BJ10	CJ7
		BJ11	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
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

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



<b>Basic</b>	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.
<b>Complementary</b>	

## 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.