Teaching Guide				
Identifying Data				2023/24
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	1st four-month period	First	Obligatory	3
Language	Spanish			
Teaching method	Face-to-face			
Prerequisites				
Department	Empresa			
Coordinador	Calvo Babío, Nuria Begoña	**E-mail**	nuria.calvob@udc.es	
Lecturers	Calvo Babío, Nuria Begoña	**E-mail**	nuria.calvob@udc.es	
	Gago Cortés, María Carmen		m.gago@udc.es	
	Monje Amor, Ariadna		ariadna.monje@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.			

Study programme competences	
Code	**Study programme competences**
A23	CE23 - Deseñar postos de traballo.
A24	CE24 - Deseñar 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**	
Strategic analyisis 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 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 Managment	4.1. Critical incidents interview
	4.2. Performance assesment
	4.3. Incentive systems

5. Training, career management and performance appraisal	5.1. Training and development of HR
	5.2. Phases of training programmes
	5.3. Career management
	5.4. Phases of career management
	5.5. The concept of performance appraisal
	5.6. The performance appraisal process
	5.7. Compensation
6. Health and safety	6.1 Basic concepts of health and safety at work
	6.2 Working conditions and risks
	6.3 Occupational injuries

Planning				
Methodologies / tests	Competencies	Ordinary class hours	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	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.
Directed discussion	
Oral presentation	
Problem solving	During the case study sessions, the student will be able to discuss their points of view of some aspects related to the case.
Document analysis	
	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.
	Those students affected by health problems will be able to follow the classes using Teams and deliver their homework in Moodle.

Assessment			
Methodologies	**Competencies**	**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 diagnosys and analysis of the problem	60
Oral presentation	C1 C5 C6 C7 C8 C10 C11	The oral presentation of the case study will be assessed, taking into account the following: - Handling of specific terminology, precision, and adequacy of content. - Clarity of exposition - Orderly presentation of ideas, capacity for analysis, and synthesis of information. - Ability to respond to possible questions and the quality of the answer.	30
Problem solving	A23 A24 A25 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11	The students' ability to use the specific knowledge of this subject and their participation in the activities proposed in class will be assessed	10

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 presentation of the results of the analysis, the ability to discuss and defend the criteria that support the analysis, and the search, filtering, selection, and consultation of sources of documentation that support the analysis. The assessment criteria (case study 60%, problem solving 10%, and oral presentation 30%) will be used at the first opportunity. On the second opportunity and extraordinary call, the student will have to submit an individual analysis of human resources on the official date of the call. Students with recognition of part-time dedication and academic dispensation of exemption from attendance: students with recognition of part-time dedication will be assessed according to the following criteria at the first and second opportunities: case study (60%) and oral presentation (40%). The fraudulent behaviour in any activity will directly imply a mark of 0 (fail) in the subject in the corresponding call of the academic year, whether the offence is committed at the first or second opportunity, thus invalidating any qualification obtained in all the assessment activities for the extraordinary call. No presentado grade: the student will only be graded as fail (no presentado) if he/she only participates in assessment activities that have a weighting of less than 20% of the final grade, regardless of the grade achieved.

Sources of information

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:Dolan et al. (2022). La gestión de personas y del talento. Mc Graw Hill.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. Monje-Amor, A. (2023). Contributions of Motivation Theories to the Design and Implementation of Employee Reward Policies. In Examining Applied Multicultural Industrial and Organizational Psychology (pp. 255?269). IGI Global. https://doi.org/10.4018/978-1-6684-7212-5.ch013 Real Decreto Legislativo 2/ 2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores.Webgrafía recomendada de consulta:https://www.observatoriorh.com/https://capitalhumano.laleynext.es/content/Inicio.aspxhttps://www.harvard-deusto.com/recursos-humanoshttps://www.rrhhdigital.com/https://www.rrhhpress.com/https://www.equiposytalento.com/
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

Recommendations:1.- The delivery of the documentary work to be carried out in this area:1.1. It will be requested in virtual format and/or with computer support.1.2. They will be done through Moodle in digital format without the need to print them.1.3. If on paper:- Plastics shall not be used.- Double-sided printing shall be used.- Recycled paper shall be used.- The printing of drafts shall be avoided.2.- A sustainable use of resources and the prevention of negative impacts on the natural environment must be made.3.- The importance of ethical principles related to the values of sustainability in personal and professional behaviour must be taken into account.4.- According to the different regulations applicable to university teaching, the gender perspective must be incorporated into this subject (non-sexist language will be used, a bibliography of authors of both sexes will be used, the intervention of male and female students in class will be encouraged, etc.).5.- Work will be done to identify and modify sexist prejudices and attitudes, and the environment will be influenced in order to modify them and promote values of respect and equality.6. Situations of gender discrimination will be detected, and actions and measures will be proposed to correct them.7. The full integration of students who, for physical, sensory, mental, or socio-cultural reasons, experience difficulties in gaining adequate, equal, and beneficial access to university life, shall be facilitated. https://www.udc.es/export/sites/udc/normativa/_galeria_down/estudantes/Normativa_ADI.pdf_2063069294.pdf8. The compatibility of academic and sporting activity shall be promoted for students who are recognised as high-level sportspersons (DANUDC) or qualified sportspersons or similar, facilitating processes such as changes in teaching groups, timetables, or exams in order to allow them to reconcile their learning with their responsibilities and sporting activities. https://sede.udc.gal/services/electronic_board/EXP2021/006963/document?logicalId=60063477-81aa-4320-84cd-114f4aeae4a7&documentCsv=K5VNMF199EV2JUQLKAR00E8M9. All material produced by the teaching staff is subject to intellectual property rights. It may not be used under any circumstances without the express authorisation of its authors.

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