

Academic Year: ( 2023 / 2024 )

Review date: 03-06-2023

Department assigned to the subject: Business Administration Department

Coordinating teacher: ZARRAGA OBERTY, CELIA MARIA

Type: Compulsory ECTS Credits : 6.0

Year : 2 Semester : 2

## OBJECTIVES

- To acquire knowledge on the value and on the management of the main HR tools
- To know the main theoretical approaches to HRM
- To identify the consequences that firm strategies have on HR policies and practices
- To know the characteristics of the main HR policies and practices
- To implement HR policies and practices consistent with each other as well as aligned with the firm's context.

## DESCRIPTION OF CONTENTS: PROGRAMME

### PART 1. MANAGING EMPLOYEES FOR COMPETITIVE ADVANTAGE

Chapter 1. Strategic Human Resource Challenges

Chapter 2. The function of Human Resources Management in the company

### PART 2. WORK DESIGN AND WORKFORCE PLANNING

Chapter 3. Job Design and Job Analysis

Chapter 4. Workforce Planning

### PART 3. MANAGING EMPLOYEE COMPETENCES

Chapter 5. Recruitment and Selection

Chapter 6. Training and Development

### PART 4. MANAGING EMPLOYEE ATTITUDES AND BEHAVIORS

Chapter 7. Performance Management

Chapter 8. Compensating Employees

Chapter 9. Incentives and Rewards

## LEARNING ACTIVITIES AND METHODOLOGY

The objective of this course is to introduce students into the field of Human Resource Management and its consequences on firm success. Students will learn how to manage people in order for the organization to reach its objectives. With this objective in mind, HR policies and practices are analyzed from an integrative perspective and in conjunction with the firm context.

Learning methodology is based on two main activities:

- 1) Master classes based on readings and case studies. This methodology aims at facilitating the acquisition of skills and knowledge as well as to analyze the effects of HR policies and practices.
- 2) Presentation of the results of teamwork activities. The objective of this methodology is to develop the skills and attitudes related with teamwork.

## ASSESSMENT SYSTEM

Ordinary call:

Students will be evaluated as follows:

- Final exam (60%)

Continuous evaluation:

- Team assignments (20%)
- Individual assignments and class participation (20%)

Extraordinary call:

1. If the student followed the continuous evaluation: the qualification will be the one established for the ordinary call. However, the student will have the right to be qualified only with the grade obtained in the final exam if this is more favourable.

2. If the student did not follow the continuous evaluation: the grade will be the one obtained in the final exam.

<b>% end-of-term-examination:</b>	60
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	40

#### BASIC BIBLIOGRAPHY

- Caligiuri, P., Lepak, D. y Bonache, J. Managing the global workforce, John Wiley & Sons: Ltd., Chichester, United Kingdom., 2010
- Gómez-Mejía, L.R., Balkin, D.B. y Cardy, R.L. Managing Human Resources. 8th Edition, Pearson Education, 2016
- Lepak, D. y Gowan, M. Human Resource Management: Managing employees for competitive advantage, Pearson, 2010

#### ADDITIONAL BIBLIOGRAPHY

- Baron, J. N. y Kreps, D. M. Strategic human resources. Frameworks for general managers, John Wiley & Sons, Inc., New York, 1999
- Dolan, S.L., Valle Cabrera, R. y López Cabrales, A. La gestión de personas y del talento: La gestión de los recursos humanos en el siglo XXI, McGraw Hill, 2014
- Reiche, B.S., Stahl, G.K., Mendenhall, M.E. and Oddou, G.R. Readings and cases in International Human Resource Management. 6th Edition, Routledge, 2017