

Academic Year: ( 2024 / 2025 )

Review date: 19-04-2024

Department assigned to the subject: Business Administration Department

Coordinating teacher: DOBRAJSKA , MAGDALENA

Type: Compulsory ECTS Credits : 6.0

Year : 3 Semester : 1

**REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)**

Human resource management  
Organizational behaviour

**OBJECTIVES**

- Know the role of the HR function as strategic partner.
- Know competence-based management.
- Identify the variables defining the competence definition of an organization.
- Identify a strategic HR plan and its main policies.
- Know the different tools that may be used to make HR decisions from a competence-based management perspective.
- Know formal employee evaluation systems and their use for selection processes, potential identification processes and performance appraisal processes.
- Know the main characteristics of management by objectives the factors intervening in its implementation.
- Know the conceptual basis and methodology for the deployment of an HR balanced scorecard.

**DESCRIPTION OF CONTENTS: PROGRAMME**

Subject 1: The HR function as strategic partner

Subject 2: Competence-based HRM

Subject 3: HR strategic plan

Subject 4: Management by objectives

Subject 5: HR Balanced Scorecard

**LEARNING ACTIVITIES AND METHODOLOGY**

Methodology will be based on two broad elements:

1. Master classes where the main concepts will be presented
2. Exercises, homework and presentations to be carried out both individually and in team.

**ASSESSMENT SYSTEM**

<b>% end-of-term-examination:</b>	60
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<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	40
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Students will be evaluated as follows:

- Final exam (60%)

Continuous evaluation:

- Team assignments (20%)

<b>% end-of-term-examination:</b>	60
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	40
- Individual assignments and class participation (20%)	

The continuous evaluation mark will be taken into account only if students will pass final exam.

#### BASIC BIBLIOGRAPHY

- Asociación Española de Contabilidad y Administración de Empresas (AECA) (2001). ¿Mano de obra: Valoración, asignación y control.¿, Documento número 6 de Contabilidad de Gestión..
- Becker, B., Huselid, M. & Ulrich, D. El cuadro de mando de RR.HH. Vinculando las personas, la estrategia y el rendimiento de la empresa. , Barcelona: Gestión 2000, 2000
- FUNDIPE Cuadro de Mando e indicadores para la gestión de personas., Price Waterhouse Coopers.
- Nevado Peña, D. (1999) Control de gestión social: la auditoria de Recursos Humanos, Colección Monografías..
- Rivero Torre, P. (1998). Análisis por ratios de los estados contables financieros. Capítulo VIII. Punto 6. Ratios de los Factores o Personal de la Empresa, Editorial Civitas..
- WALKER, J.W. (1980). Human Resource Planning., New York: McGraw-Hill.