



COURSE DATA

DATA SUBJECT

Code: 36239
Name: Strategic management of human resources
Cycle: Undergraduate Studies
ECTS Credits: 6
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Facultat d'Economia	3	Sin determinar
1921 - Double Degree Program BMA and Law	Facultat d'Economia	5	Sin determinar, First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	Compulsory subjects in the pathway: legal-business management	ELECTIVES
1921 - Double Degree Program BMA and Law	Year 5 compulsory subjects	COMPULSORY

COORDINATION

PASCUAL IVARS JOSE VICENTE

SUMMARY

The subject is proposed as a general review of the main functions with which the human resource management is developed, raising it within the paradigm of the strategic approach, from an ethical perspective and without losing sight of the latest advances that digitalization entails. It is intended to understand the importance of the human resources function to place the employee as a source of competitive advantage, as well as relate it to the organizational design and strategy of the company. The program will focus on both the instrumental functions of human resources and the objectives of recruitment, training and remuneration, in addition to addressing issues of motivation, culture, leadership and the latest paradigms of the discipline.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.



OTHER REQUIREMENTS

COMPETENCES / LEARNING OUTCOMES

1313 - Degree in Business Management and Administration

Acquire interdisciplinary knowledge of the company and its social, economic, institutional and legal environment, and of the basic elements of the management process, such as organisation and administration, accounting, taxation, operations, human resources, marketing, financing and investment.

Be able to adapt to new situations.

Be able to analyse and search for information from different sources.

Be able to apply economic principles for the diagnosis and resolution of social problems such as immigration, discrimination and others that affect society and the market.

Be able to contribute positively to raising awareness of environmental and social issues and to overcoming all forms of discrimination, as essential factors for economic development and poverty alleviation.

Be able to coordinate activities.

Be able to design human resources strategies according to the needs of the company and the surrounding conditions, and to implement them effectively.

Be able to learn autonomously.

Be able to make decisions.

Be able to negotiate and reconcile interests effectively.

Be able to relate the different elements that interact in the decisions of individuals.

Be able to solve financial valuation problems, both for financing decisions and for business investment, in the national and international environment.

Be able to solve problems.

Be able to transmit and communicate complex ideas and approaches to both specialised and lay audiences.

Be able to use English in a professional environment.

Be able to use ICTs in the field of study.

Be able to work in a team.

Demonstrate capacity for analysis and synthesis.



Demonstrate oral and written communication skills in the native language.

Have critical and self-critical capacity.

Have initiative and entrepreneurial spirit.

Have interpersonal skills.

Have organisation and planning skills.

Know the basic techniques, methods and instruments linked to behaviour analysis.

Know the functions, techniques, models and tools of human resources management and know how to apply them properly.

Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long term.

Manage time effectively.

Show commitment to ethics and social responsibility.

Show creativity.

Show leadership and skills for mobilising the capacities of others.

Show motivation for quality.

DESCRIPTION OF CONTENTS

1. Introduction to Human Resource Management

- 1.1. What is HRM? Purpose and evolution
- 1.2. The value of the employee as a creator of competitive advantage
- 1.3. Models of strategic management of human resources
- 1.4. Human resources information systems

2. Organizational design and strategy of HRM

- 2.1. Job design
- 2.2. Organization design
- 2.3. Strategy-design relationship
- 2.4. Management by competencies



3. Recruitment of human resources

- 3.1. Human resource planning
- 3.2. Recruitment, selection and integration sub-processes
- 3.3. Attracting talent and employer branding

4. Performance evaluation

- 4.1. Objectives of performance evaluation
- 4.2. Performance evaluation process
- 4.3. Performance evaluation vs. performance development

5. Human resources training

- 5.1. Design, techniques and evaluation of the training process.
- 5.2. Human resource development: training and organizational learning
- 5.3. Career development models
- 5.4. Talent development in the organization

6. Compensation and remuneration

- 6.1. Job evaluation: systems and methods
- 6.2. Remuneration and non-remuneration incentives: internal and external equity
- 6.3. Total compensation: concept and model

7. Motivation, leadership and culture

- 7.1. Satisfaction and motivation
- 7.2. Organizational commitment
- 7.3. Concept and theories of leadership
- 7.4. Organizational culture

8. Recent paradigms in SHRM

- 8.1. CSR and ethics from HR
- 8.2. Diversity management
- 8.3. Intelligent talent management
- 8.4. The intra-entrepreneur: management and commitment

WORKLOAD

**PRESENCIAL ACTIVITIES**

Activity	Hours
Theory	30,00
Classroom practices	30,00
Total hours	60,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	0,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	0,00

TEACHING METHODOLOGY

The theoretical sessions will combine an expository part with the discussion of issues and the presentation of some common tools among HR professionals regarding the topic covered. The classes will be face-to-face and attendance is assumed.

The practical sessions will be developed mainly through case studies, which will be carried out and analyzed in class and in a group, being attendance mandatory. The teacher might suggest to carry out, replace, expand or complement the previous practical exercises with a research regarding a REAL and EXISTING company, regarding the validity, real implementation and proposals for improvement of the theoretical approaches made in the theoretical classes.

EVALUATION

The evaluation in this subject consists of two components: continuous evaluation (CE) throughout the semester, and written exam (theoretical-practical). Each of these components compute, respectively, 40% and 60% of the final grade.

The CE includes different evaluation components, the fundamental ones being: active participation in the classroom; the presentations of works (oral and/or in writing); the capacity for analysis based on comments and debates on audiovisual or written materials; promote a learning climate in the classroom (respect for the ideas of others, critical and argumentative capacity...).

In compliance with article 6.9 of the UV Evaluation and Qualification Regulations, practical classes are compulsory. The student will be considered to have complied with attendance if they have attended a minimum of 80% of the hours of these sessions and if they have adequately justified the impossibility of attending the remaining sessions due to force majeure.



The written exam (60% of the final grade) may combine both test questions and essay questions. In any case, the questions can refer to both theoretical and practical content.

Cheating on a test or plagiarizing the written work of others are considered very serious offenses and will not be tolerated in this course. If a student is suspected of having plagiarized all or part of an assignment, or is suspected or caught cheating on an exam, they will immediately receive a grade of zero points on that assignment or exam, notwithstanding possible more serious consequences (eg. directly suspend the entire CE).

To pass the subject it is necessary to pass the written exam, with a minimum grade of 5 out of 10 (the grade from this written exam will weigh 60% in the final grade). It is not necessary to pass the CE to pass the course (the CE grade will weigh 40% in the final grade, but it can be 0).

In the second call, the written exam will be of the same type as the one described for the first call, and the grade obtained will also weigh 60% in the final grade. The marks of the CE activities are considered non-recoverable in the second call because their design prevents the assessment of the learning results in circumstances other than those for which they were designed. But since it is not necessary to have passed the CE, the student who obtains a sufficient grade in the written exam of the second call, will be able to pass the subject (bearing in mind that this grade in the written exam of the second call will always weigh on the grade end by 60%).

REFERENCES

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- Albizu & Landeta (coord.) (2001): "Dirección Estratégica de los recursos humanos". Pirámide. Madrid.
- Baron & Kreps (1999): "Strategic Human Resources. Frameworks for General Managers". John Wiley & Sons. New York.
- Fernández Guerrero (coord) (1998): *Organización y Métodos de Trabajo*. Civitas. Madrid.
- Herrera (2010): "Dirección de recursos humanos. Un enfoque de Administración de empresas". Ediciones Ramón Llull. Valencia
- Dolan, S.L., Valle Cabrera, R. y López Cabrales, A. (2014). *La gestión de las personas y del talento*. Ed. McGrawHill
- Luna-Arocas, R. (2017): "Gestión del Talento. De los recursos humanos a la dirección de



personas basada en el talento (DPT)". Pirámide. Madrid

- Sastre, M.A. y Aguilar, E.M. (2003): "Dirección de Recursos Humanos. Un Enfoque Estratégico".
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