



1. General information

Course: HUMAN RESOURCES STRATEGY

Type: CORE COURSE

Degree: 2303 - MASTER DEGREE PROGRAMME IN BUSINESS STRATEGY AND MARKETING

Center:

Year: 1

Main language: Spanish

Use of additional languages:

Web site:

Code: 310072

ECTS credits: 6

Academic year: 2023-24

Group(s): 10 20 40 30 41

Duration: First semester

Second language: English

English Friendly: Y

Bilingual: Y

Lecturer: LAURA MERCEDES AVELLANEDA RIVERA - Group(s): 10				
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Lecturer: FELIPE HERNANDEZ PERLINES - Group(s): 40				
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Lecturer: ANGELA MARTINEZ PEREZ - Group(s): 30				
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Lecturer: ROSA MARIA MUÑOZ CASTELLANOS - Group(s): 20				
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Lecturer: PABLO RUIZ PALOMINO - Group(s): 30 41				
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Edificio Gil de Albornoz / Despacho 3.7	ADMINISTRACIÓN DE EMPRESAS	969179100 (ext. 4238)	pablo.ruiz@uclm.es	Monday: 10:00-13:00 Wednesday: 11:00-14:00
Lecturer: MARIA BELEN RUIZ SANCHEZ - Group(s): 40				
Building/Office	Department	Phone number	Email	Office hours
Facultad de Ciencias Sociales y Tecnologías de la Información/Despacho 2.3	ADMINISTRACIÓN DE EMPRESAS	926051424	belen.ruiz@uclm.es	
Lecturer: MARIA YOLANDA SALINERO MARTIN - Group(s): 40				
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San Pedro Mártir/ 3.3.1.	ADMINISTRACIÓN DE EMPRESAS	5162	yolanda.salinero@uclm.es	

2. Pre-Requisites

It is recommended that the student has taken electives, itineraries or mentions related to business strategy in their undergraduate studies. For the University of Castilla-La Mancha, it is recommended that the student has taken the Strategic Management and Marketing mention of the Bachelor's Degree in Business Administration and Management or the Human Resources Management mention of the Bachelor's Degree in Labor Relations and Human Resources Development.

3. Justification in the curriculum, relation to other subjects and to the profession

This compulsory subject is part of the common module Business Strategy, within the subject "Advanced Strategic Management", which also includes the subjects Innovation Strategies and Knowledge Management and Corporate and International Strategies. It is taught in the first semester of the Master's Degree in Business Strategy and Marketing.

It deepens into the need to make an adjustment between human resources practices and the company's strategy. It analyzes the impact that strategic human resources management can have on business results. Special attention is given to a very topical issue in relation to the human factor: ethics and corporate social responsibility.

4. Degree competences achieved in this course

Course competences

Code	Description
E01	Ability to understand the general management approach and how decisions taken influence the competitiveness of the company.
E03	Ability to study the implications for the company's general management of acting in a global, intercultural and dynamic environment.
E05	Ability to consider external and internal approaches to business competitiveness, balancing the factors of adaptation of the company to its environment and of internal organisational integration.
E12	Ability to determine the influence of management style on the formulation and implementation of the company's strategy.
G01	Capacity for analysis and synthesis of specialized literature in order to interpret it from a critical perspective.
G02	Oral communication skills in Spanish and English for the presentation of projects, as well as the defense of reports, communications to congresses and scientific meetings.
G03	Written communication skills in Spanish and English for the writing of projects, as well as the defense of reports, communications to congresses and scientific meetings.
G05	Ability to work as a team in groups, and to cooperate in the implementation of projects, working papers, communications and scientific articles.
G07	Ability to understand the ethical responsibility and professional deontology of the activity of senior decision makers in the field of strategy, including aspects such as the recognition of human rights or gender issues
G08	Ability for continuous, self-directed and autonomous learning at project level.
G09	Ability to develop an innovative and creative attitude applied to the solution of strategic and research problems

5. Objectives or Learning Outcomes

Course learning outcomes

Description

To understand the management of the company according to a strategic approach, deepening in the assumptions on which this general management model is based, such as the levels of the strategy, the strategic objectives, strategy formulation and implementation, the internal and external factors of competitiveness and the adaptation of the company to its environment.

To detect the main internal, external and discretionary contingencies on which the success of a strategy depends.

To design strategies that are adapted to the contingencies that are identified in a creative manner.

Additional outcomes

- To know the main theories that relate human resources practices and business results.
- To understand the process of formulating human resources strategies
- To analyze the process of implementing human resources strategies.
- To discuss the results achieved in the main existing empirical studies.
- To analyze the ethics and social responsibility of specific companies.
- To deepen in current issues such as competency management and diversity management.
- To understand the implications of internationalization in the human resources management process.

6. Units / Contents

Unit 1: Strategic Management of Human Resources

Unit 2: Formulation of Human Resources Strategies

Unit 3: Determining variables of the HR strategy (leadership, team management)

Unit 4: Implementation of HR Strategies (HR Strategic Audit)

Unit 5: Diversity management (outsourcing, retention and break-up strategies)

Unit 6: Competency-based management

Unit 7: ICTs applied to Human Resources Management

Unit 8: New Challenges in HR Management

7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (theory) [ON-SITE]	Combination of methods	E01 E03 E05 E12 G01 G02 G03 G05 G07 G08 G09	0.75	18.75	Y	N	Combination of learning methodologies
Class Attendance (practical) [ON-SITE]	Combination of methods	G09	1	25	N	-	Master classes
Study and Exam Preparation [OFF-SITE]	Assessment tests	E03 G01 G08 G09	1	25	Y	Y	Preparation of Evaluations
Analysis of articles and reviews [OFF-SITE]			1	25	Y	N	
Final test [ON-SITE]	Assessment tests	E01 E03 E05 E12 G01 G02 G03 G05 G07 G08 G09	0.25	6.25	Y	N	Evaluation of the competencies acquired by the students

Study and Exam Preparation [OFF-SITE]			1	25	Y	N	
Writing of reports or projects [OFF-SITE]			1	25	Y	N	
Total:			6	150			
Total credits of in-class work: 2			Total class time hours: 50				
Total credits of out of class work: 4			Total hours of out of class work: 100				

As: Assessable training activity

Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

8. Evaluation criteria and Grading System			
Evaluation System	Continuous assessment	Non-continuous evaluation*	Description
Assessment of problem solving and/or case studies	30.00%	0.00%	Delivered Cases
Final test	70.00%	100.00%	Final work.
Total:	100.00%	100.00%	

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject, an ordinary and an extraordinary one (evaluating 100% of the competences).

Evaluation criteria for the final exam:

Continuous assessment:

Final test: 70%.

Problem solving or case studies: 30%

Non-continuous evaluation:

The completion of the different evaluable training activities will be facilitated for students who cannot take advantage of the continuous evaluation system.

9. Assignments, course calendar and important dates	
Not related to the syllabus/contents	
Hours	hours
Unit 1 (de 8): Strategic Management of Human Resources	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 2 (de 8): Formulation of Human Resources Strategies	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 3 (de 8): Determining variables of the HR strategy (leadership, team management)	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 4 (de 8): Implementation of HR Strategies (HR Strategic Audit)	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	4
Unit 5 (de 8): Diversity management (outsourcing, retention and break-up strategies)	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 6 (de 8): Competency-based management	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 7 (de 8): ICTs applied to Human Resources Management	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	1.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Unit 8 (de 8): New Challenges in HR Management	
Activities	Hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	2
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	3
Global activity	
Activities	hours
Class Attendance (practical) [PRESENCIAL][Combination of methods]	12.5
Study and Exam Preparation [AUTÓNOMA][Assessment tests]	25
Total horas: 37.5	

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	City	ISBN	Year	Description
Albizu, E.; Landeta, J.	Dirección Estratégica de los Recursos Humanos: Teoría y Práctica	Pirámide	Madrid	978-84-368-2528-2	2020	
Alles, Martha Alicia	Dirección estratégica de recursos humanos : Gestión por com	Granica		950-641-317-7	2000	
Sastre Castillo, Miguel Ángel	Dirección de recursos humanos : un enfoque estratégico	McGraw-Hill		84-481-3918-6	2003	
Valle Cabrera, J.R.	La Gestión Estratégica de los Recursos Humanos	Pearson-Prentice Hall	Madrid	84-205-3673-3	2004	
Werther, William B.	Administración de personal y recursos humanos : el capital h	McGraw-Hill		978-970-10-5913-5	2008	
Das Gupta, A.	Strategic Human Resource Management	Routledge,	New York		2020	
Tarique Ibraiz et al.	International human resource management : policies and practices for multinational enterprises	Routledge	New York	1 658 TAR	2022	