



Universidad  
de Huelva

# FACULTY OF LABOUR SCIENCES

2024/25

DEGREE IN LABOUR RELATIONS AND HUMAN RESOURCES

## Subject Data

**Name:**

**TÉCNICAS DE GESTIÓN DE LOS RECURSOS HUMANOS I**

**English name:**

**HUMAN RESOURCES MANAGEMENT TECHNIQUES (I)**

**Code:**

515109212

**Type:**

Mandatory

**Hours:**

	<b>Total</b>	<b>In class</b>	<b>Out class</b>
<b>Time distribution</b>	150	45	105

**ECTS:**

<b>Standard group</b>	<b>Small groups</b>			
	<b>Classroom</b>	<b>Lab</b>	<b>Practices</b>	<b>Computer classroom</b>
4.8	1.2			

**Departments:**

BUSINESS MANAGEMENT AND MARKETING

**Knowledge areas:**

Business Organization

**Year:**

2024-2025

**Semester**

1st

## ANEXO I

## TEACHING STAFF

Name:	E-mail:	Telephone
Zulema Nacimiento Coronel	zulema.nacimiento@dem.uhu.es	959 219647

**Others Data (Tutoring, schedule...)**

Professor: Zulema Nacimiento Coronel, PhD.

Office: 3.5 (3rd floor - Faculty of Work Sciences (Facultad de Ciencias del Trabajo), Campus El Carmen

Phone number: +34 959 219647

**Office hours**

<i>1st Semester</i>	<i>2nd Semester</i>
Tuesdays: 12:30 to 14:00 Wednesdays: 10:00 to 13:00 Thursdays: 12:30 to 14:00	Tuesday: 12:30 to 14:00 Wednesdays: 11:00 to 14:00 Wednesdays: 18:00 to 19:30

**Course schedule:**

Tuesdays: 10:30 to 12:30

Thursdays: 10:30 to 12:30

## ANEXO I

### SPECIFIC INFORMATION OF THE COURSE

#### I. Contents description:

##### 1.1 In English:

Job analysis. HR planning. Recruitment and selection. Subtractive processes. Training and development. Rewards. Health and safety process.

##### 1.2 In Spanish:

Análisis de puestos y valoración. Planificación de los RRHH. Reclutamiento y selección. Procesos sustractivos. Formación y desarrollo. Recompensas y sanciones. Introducción al proceso de seguridad y salud.

#### 2. Background:

##### 2.1 Situation within the Degree:

Currently, the graduate in labor relations and human resources has a study plan in which his or her training in the human resources area appears as expanded and enhanced but not at the detriment of the legal-labor training -which should be maintained in any case- but providing a wider professional profile. Two major areas or sectors of activity appear to be defined in the training objective of this degree: the first, the entire field of human resources, as one of the major areas of training within the company, presupposing a well-integrated professional practice, either integrated within the organization or as a specialized external consultant. The second, the whole area of labor law, making it possible to provide labor advice in the exercise of the profession of social graduate.

Through the subject matter of this course, the aim is to bring together, systematize and update -in an orderly and clarifying manner- all the main concepts and techniques related to the management and HRM field, in particular institutions, such as companies and organizations in general; specifically, by delving into the study of personnel policies, the basic processes of human resources management and the process of hiring personnel to organizations.

##### 2.2 Recommendations

The previous knowledge acquired within the subject HUMAN RESOURCE MANAGEMENT of the 2nd year of the Degree is necessary for the study of this subject. Additionally, the transversal activities offered by the faculty for this course and Semester are also recommended.

## ANEXO I

### 3. Objectives (as result of teaching):

The aims of this course are that students acquire knowledge in the following issues and be able to:

- Know the concept and application of personnel policy
- Know the basic processes for the management of human resources
- Know the techniques for competency-based job analysis and description
- Understand human resource planning from a strategic approach
- Know the process of affectation of people to organizations in its two versions: additive and subtractive
- Know the recruitment and selection processes
- Understand the importance of a good integration of human resources in organizations

### 4. Skills to be acquired

#### 4.1 Specific Skills:

CE11: Ability to apply information and communication technologies in different fields of action

CE15: Ability to participate in the elaboration and design of organizational strategies, developing the organization's human resource strategy.

CE16: Ability to apply techniques and make decision regarding human resources management (salary policy, recruitment, etc.).

CE17: Ability to lead teamwork.

CE29: Apply knowledge to practice.

CE3: Apply knowledge of organization and business management.

CE4: Apply knowledge of Human Resources Management.

CE10: Ability to transmit and communicate in writing and orally using appropriate vocabulary and techniques

#### 4.2 General, Basic or Transversal Skills:

##### Basic skills

CG1. Labor Relations and Human Resources, including their theories, methods and areas of application, at a level that is supported by documents and advanced textbooks and includes some knowledge coming from the forefront of this field of study.

CG12. Be able to convey information, ideas, problems and solutions to both specialised and non-specialised audiences.

CG14. Group work skills.

CG18. Have developed those learning skills necessary to continue their training with a high degree of autonomy, especially to join studies of postgraduate courses that provide them with advanced training aimed at academic specialization, professional or researcher in the field of Labor Relations and Human Resources.

CG2. Capacity for organization and planning.

CG2.2. Ability to solve problems with Qualitative and Quantitative data.

CG2.3. To know how to apply their knowledge to their work or vocation in a professional way.

CG8. Computer skills related to field of study: Spreadsheet, data Processing and storage.

CG10. Capacity for critical and self-critical reasoning

CT1. Mastering the different styles and the specific languages required to develop and communicate the acquired knowledge in the scientific and academic environment.

CT2. Develop a critical attitude, being able to analyze and synthesize.

CT3. Develop an attitude of inquiry that permanently enables to review and deepen in the knowledge.

## ANEXO I

### 5. Training Activities and Teaching Methods

#### 5.1 Training Activities:

- Large group class: Lecture given by the teacher may have different formats (theory, general problems and/or examples, general subject guidelines). The professor can be supported by audio-visual and computer tools. This activity includes hours dedicated to exams.
- Small group classes: Theoretical/practical class in which applications of theory, problems, exercises, evaluation tests, etc. are proposed and solved. The professor can be supported by audio-visual and computer tools.
- Classes with computer in IT classroom (computer classes, use of packages for illustration theory and practice, programming practices). Also included are assessment tests with computer.
- Tutorials in a small group: activities proposals and supervision of directed works, clarification of doubts about theory, problems, exercises, programs, readings or other tasks proposals, presentations, debates or comments on individual works or those carried out in small groups that do not need to be taught in an IT classroom.
- Tutorials in very small groups: Tutorials scheduled by the teacher and coordinated by the Center through the work teams by course. In general, each student will be assigned 1 hour per term and subject.
- Individual or group self-study.
- Writing of exercises, conclusions, or other works.
- Recommended readings, library activities or similar.
- Preparation of oral presentations, debates or similar.
- Attendance at lectures, presentations or other recommended activities.

#### 5.2 Teaching Methods:

- Theoretical academic sessions
- Practical academic sessions
- Presentation and debate
- Specialized tutorials
- Visits and excursions.
- Compulsory readings controls

#### 5.3 Development and Justification:

The theoretical classes will be based on expositive-interrogative and interactive classes in which students must reason with the knowledge taught and apply it to the answer questions and the resolution of problems and situations. Students will be asked to study the subjects before the theoretical classes (flipped classroom methodology). The previous study will be checked through online questionnaires in which students will answer questions raised by the teachers and they will present their needs and questions to the teacher. In this way, classes can be adapted to the needs expressed by the students.

In the practical classes, original articles from magazines will be exposed and critically analyzed. Students will use academic or professional studies that exemplify and expand the knowledge developed in the theory classes in order to ease student participation. Case studies will be used, and the students will have to solve, expose and discuss them individually or in groups. There will be works presentations and debates moderated by the teacher. In specialized tutorials, students will receive training on the resolution of case studies and about how to prepare

## ANEXO I

their presentations.

Occasionally, visits to companies and attendance at forums, seminars, professional conferences and business events will be scheduled.

### 6. Detailed Contents

#### **Unit 0: Introduction to Human Resources Management (HRM)**

1.Theories in HRM. 2.The evolution and development of HRM. 3.HRM philosophies and objectives. 4.Sharing HRM functions. 5.Shift to strategic HRM. 6.Competency-based HRM.

#### **Unit 1: Organizational Culture, HR Policies and Communication in the company**

1.Organization culture: concept, development, components and classification. 2. HR Policies: What HR Policies are? Why have HR Policies? Formulating and implementing, HR Policies areas and The Nestle Human Resource Policy. 3.Communication in companies: communication directions and communication systems.

#### **Unit 2: Job Analysis**

1.Introduction. 2.Uses of job analysis. 3. Stages in the job analysis process. 4.Methods for collecting job analysis data. 5.Job description. 6.Job specification: The competency-based approach.

#### **Unit 3: Human Resources Planning**

1.Introduction. 2.Definition of HR Planning. 3.Objectives of HR Planning. 4.HR Planning process. 5.HR Planning responsibilities.

#### **Unit 4: Recruitment Process**

1.Introduction. 2.Definition of recruitment. 3.The recruitment process and responsibilities. 4.Organization-based vs outsourced recruiting. 5.Sources of recruitment. 6. Recruitment methods. 7.E-recruitment. 8.Employer “branding” and image.

#### **Unit 5: Selection Process**

1.The selection process development. 2.Factors influencing the selection process. 3.Testing and selecting. 4.Reliability and validity. 5.The competency-based selection. The selection interview.

## ANEXO I

### 7. Bibliography

#### 7.1 Basic Bibliography:

- ARMSTRONG, M. (2006). A Handbook of Human Resource Management Practice. 10th Edition, Kogan Page: London and Philadelphia.
- ARMSTRONG, M. & TAYLOR, S. (2014). Armstrong's handbook of Human Resource Management Practice (13th edition). KOGAN.
- DESSLER, G. (2010): Personnel Management. Prentice Hall International Editions, New Jersey.
- LEPAK, D.; GOWAN, M. (2010): Human Resource Management: Managing employees for competitive advantage, Pearson.
- MATHIS, R.L. & JACKSON, J.H. (2006). Human Resource Management. 12th Edition, Thomson South-Western: USA.
- TYSON, S. (2006). Essentials of Human Resource Management. 5th Edition, Elsevier: USA.
- DESSLER, G. (2015). Fundamentals of human resource management. Pearson Higher Ed.
- WILTON, N. (2016). An introduction to human resource management. SAGE

#### 7.2 Additional Bibliography:

- CALIGIURI, P.; LEPAK, D. y BONACHE, J. (2010): Managing the global workforce, John Wiley & Sons: Ltd., Chichester, United Kingdom.
- GÓMEZ-MEJÍA, L.R.; BALKIN, D.B.; CARDY, R.L. (2016): Managing Human Resources. 8th Edition, Pearson Education.
- ITIKA, J.S. (2011). Fundamentals of Human Resource Management. African Public Administration and Management. African Studies Centre, Mzumbe University.
- UNIVERSITY OF HONG-KONG (s.f.). Human Resource Management. Open Textbooks for Hong-Kong.
- *HRM Journals.*
  - Advances in Developing Human Resources (ADHR) published quarterly, focuses on the issues that help you work more effectively in human resource development. The journal spans the realms of performance, learning, and integrity within an organizational context. Online ISSN: 1552-3055
  - Human Resource Development Review (HRDR) is an international journal focusing on theory development for scholars and practitioners in human resource development and related disciplines. Online ISSN: 1552-6712
  - Human Resource Management (HRM) bridging research and practice, this is the premier journal for HR leaders. It is filled with thought-provoking articles that lead to new approaches to the human resource management field. Online ISSN: 1099-050X
  - Human Resource Management Review ((HRMR) is a quarterly academic journal devoted to the publication of scholarly conceptual/theoretical articles pertaining to human resource management and allied fields (e.g. industrial/organizational psychology, human capital, labor relations, organizational behavior). Online ISSN: 1053-4822
  - Human Resource Management Journal (HRMJ) is a scholarly journal which seeks to promote the understanding of HRM to academics and practicing managers. It aims to provide an international forum for discussion and debate and to stress the critical importance of people management to wider economic, political and social concerns. The journal is essential reading for everyone involved in personnel, training and human resource management and is the only HRM journal to be endorsed by the Chartered Institute of Personnel and Development. Online ISSN: 1748-8583
  - Journal of Work and Organizational Psychology (JWOP) publish empirical research of interest for psychologists, and which represents a contribution to knowledge in all areas of which can be termed industrial, work and organizational psychology, human resource, organizational behavior, personnel psychology, as well as behavioral, cognitive and neuroscientific aspects of labor relations, ergonomics, and human factors. Online ISSN: 2174-0534
  - Personnel Review (PR) publishes rigorous, well written articles from a range of theoretical and methodological traditions. Online ISSN: 0048-3486

## ANEXO I

### 8. Systems and Assessment Criteria

#### 8.1 System for Assessment:

- Continuous assessment.
- Single Final exam.

#### 8.2 Assessment Criteria and Marks:

##### 8.2.1 Examinations Convocatory I

The student will be graded by continuous assessment unless the student requests and is granted to the single final evaluation according to the procedures and deadlines established in the "Reglamento de Evaluación para las Titulaciones de Grado y Máster Oficial de la Universidad de Huelva" ([Regulation of Evaluation for the Official Degrees and Master's Degrees of the University of Huelva](#)) approved in Government Council of March 13, 2019).

**Continuous evaluation:** it is carried out through exams (written or oral), task presentations, different types of activities and case studies, active participation of the students in the theoretical and practical classes, seminars, workshops, and other activities related to the subject, as well as other specific tests and activities that guarantee an objective evaluation of the student's learning and performance.

The final grade of the continuous evaluation procedure will be the one obtained after the integration of the grades obtained in the different tests and activities as detailed below:

**-EXAM (5 points):** there will be a final exam of all the material studied during the Semester. The exam will consist of multiple-choice questions that will allow to assess the mastery of definitions and basic concepts. It will also consist of written questions in which students will be asked to demonstrate their ability to transfer their knowledge to the interpretation and resolution of practical cases or case studies. To pass the course, a minimum of 3 points out of 10 will be required in the exam grade.

**-PRE-CLASS STUDY (1 point):** completion and submission on time of the pre-class study questionnaires that each student must complete individually. To pass the subject, a minimum of 0.5 points will be required in this section.

**-SUBMITTED TASKS AND ACTIVITIES (2 points):** during the Semester, the professor will propose tasks and activities to be done by students (individually or in groups) and delivered on time. The rigorous bibliographical study, clarity, structure, and basis of the work presented will be valued. The student will need a minimum of 1 point in this section to pass the subject.

**-ORAL TASK PRESENTATION (1 point):** for each topic the teacher will select assignments and activities for their presentation in class from those that have been submitted by the students (individually or in groups). It will be assessed if the script of the presentation is clear and structured, the quality of the audiovisual presentation and the student's presentation skills (volume, tone, eye contact and body language). To pass this part of this assessment type it will be required a minimum of 0.5 points.

**-ACTIVE PARTICIPATION IN THEORETICAL AND PRACTICAL CLASSES, SEMINARS, WORKSHOPS, CONFERENCES, VISITS AND FORUMS (including the transversal activities organized by the faculty during first semester of the course) (1 point):** To pass the subject it will be required a minimum of 0.5 points in this section.

#### **Other important criteria:**

- To be evaluated through continuous assessment, the student will need to attend at least 75% of the theoretical sessions and 75% of the practical sessions (small group's sessions). If this requirement is not observed, the student will be evaluated according to the criteria of the Single Final Evaluation.
- The attendance requirement will be essential for the delivery of the tasks. In other words, if the student has been absent the day the exercise or task was carried out or started, they will not be able to hand it in in the following classes, nor will tasks be received by email.
- The previous requirements will be without effect if there is a cause of punctual absence justified by documents and timely communicated to the teacher of the subject.
- In the event that the student does not obtain the minimum specified in the previous sections, the activities cannot be added, and the maximum final grade for the subject will be 4 points.



## ANEXO I

### 8.2.2 Examinations Convocatory II

The subject can only be evaluated by means of a **single final evaluation** (please see 8.3).

In addition, the evaluation criteria that will be considered for the assessment of both parts -theory and practice- will be the correct structure of the answer, the use of a correct and precise vocabulary, the spelling, the clarity of the exposition and reasoning of personal contributions, as well as the degree of knowledge on the evaluated contents.

### 8.2.3 Examinations Convocatory III

The subject can only be evaluated by means of a **single final evaluation** (please see 8.3).

In addition, the evaluation criteria that will be considered for the assessment of both parts -theory and practice- will be the correct structure of the answer, the use of a correct and precise vocabulary, the spelling, the clarity of the exposition and reasoning of personal contributions, as well as the degree of knowledge on the evaluated contents.

### 8.2.4 Extraordinary Convocatory

The subject can only be evaluated by means of a **single final evaluation** (please see 8.3).

In addition, the evaluation criteria that will be considered for the assessment of both parts -theory and practice- will be the correct structure of the answer, the use of a correct and precise vocabulary, the spelling, the clarity of the exposition and reasoning of personal contributions, as well as the degree of knowledge on the evaluated contents.

### 8.3 Single Final Evaluation:

It will consist of a single written test on the day established by the exam calendar for this subject. The evaluation will comprise all the theoretical and practical contents that have been studied during the Semester. Both parts, theoretical and practical, must be passed independently.

**-THEORETICAL PART (70% of the subject's final grade):** it will consist of questions about the theory and could be multiple-choice and/or open questions to answer individually about the contents that have been studied along the subject. To pass this part of the evaluation a minimum of 5 out of 10 points will be required in the practical part (or 50% of the total score for this part).

**-PRACTICAL PART (30% of the subject's final grade)** will include a case study that the student will have to solve individually in writing and then defend/explain orally. It will be required a minimum of 5 points out of 10 to pass this practical part (or 50% of the total score for this part).

In addition, the evaluation criteria that will be considered for the assessment of both parts -theory and practice- will be the correct structure of the answer, the use of a correct and precise vocabulary, the spelling, the clarity of the exposition and reasoning of personal contributions, as well as the degree of knowledge on the evaluated contents.