



FACULTY OF LABOUR SCIENCES

2024/25

DEGREE IN LABOUR RELATIONS AND HUMAN RESOURCES

Subject Data

Name:

DIRECCIÓN Y GESTIÓN DE PERSONAL

English name:

HUMAN RESOURCES MANAGEMENT

Code:

515113208

Type:

Mandatory

Hours:

	Total	In class	Out class
Time distribution	150	45	105

ECTS:

Standard group	Small groups			
	Classroom	Lab	Practices	Computer classroom
4.8	1.2			

Departments:

Business Management and Marketing

Knowledge areas:

Business Organization

Year:

2024-2025

Semester

2nd

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TEACHING STAFF

Name:	E-mail:	Telephone
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Others Data (Tutoring, schedule...)

Professor: Zulema Nacimiento Coronel, PhD.

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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	Tuesdays: 12:30 to 14:00 Wednesdays: 11:00 to 14:00 Wednesdays: 18:00 to 19:30

Course schedule:

Mondays from 10:00 to 13:00

Tuesdays from 17:00 to 19:30

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

1.1 In English:

Human Resources Management in the Organization. Human Resources management. Specialized personnel units. The Human Resources Department and its future perspectives. Leadership. Personnel policy. Communication. Introduction to HR management processes. Basic processes.

1.2 In Spanish:

La Dirección de Recursos Humanos en la Organización. La gestión de los Recursos Humanos. Las unidades especializadas en materia de personal. El Departamento de Recursos Humanos y sus perspectivas de futuro. El liderazgo. La política de personal. La Comunicación. Introducción a los procesos de la gestión de los RRHH. Procesos básicos.

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. Actually, 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 legal labor matters, making it possible to clarify the main concepts and techniques related to the field of management and management of human resources in a particular institution, such as companies and organizations in general.

2.2 Recommendations

There are no formal requirements to take this course. However, it is desired those students who want to enroll in this course are motivated to learn about Human Resource Management in organizations. Regular class attendance is recommended to acquire the knowledge and competencies provided by this course.

As the same courses on HRM topics, this course is highly recommended to students from Business Schools to acquire and improve the labor relations and human resources graduates' skills.

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3. Objectives (as result of teaching):

The objectives of this subject are to:

- Know the concept and evolution of the leadership and management of human resources.
- Know the role of the HRM function in the current companies.
- Understand HRM from a systemic approach, and the importance their processes.
- Understand the management of human resources from a strategic approach.
- Know the current theoretical proposals and models in the management of human resources.
- Know the functions of the staff organ, as well as the skills necessary to carry them out.
- Understand the importance of job analysis and personnel planning in the development of human resource management.

4. Skills to be acquired

4.1 Specific Skills:

CE29 - Apply knowledge to practice.

CE3 - Apply knowledge of Organization and business management.

CE4 - Apply knowledge of human resources management and administration.

CE10 - Ability to transmit and communicate in writing and orally using appropriate terminology and techniques.

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 resources strategy.

CE16 - Ability to apply techniques and make decisions regarding HRM (wage policy, selection, etc.).

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 advanced documents and textbooks and includes some knowledge from the forefront of this field of study.

CG2 - Organizational and planning skills.

CG2.2 - Ability to solve problems with Qualitative and Quantitative information.

CG2.3 - Ability to apply knowledge to practice in its various fields of action.

CG8 - Computer skills related to the field of study: Spreadsheet, data processing and storage.

CG12 - Skills for transmitting information and ideas to both specialized and non-specialized audiences.

CG14 - Team work.

Transversal skills

CT1 - Correctly master the various styles and the specific languages necessary for the development and communication of knowledge in the scientific and academic field.

CT2 - Development of a critical attitude in relation to the capacity for analysis and synthesis.

CT3 - Development of an attitude of inquiry that allows the permanent revision and advance of knowledge.

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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 teacher can be supported by audio-visual and computer media. 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.
- Tutorials in very small groups: Tutorials programmed by the teacher and coordinated by the Faculty through its work teams. In general, each student will have 1 hour per term and subject.
- Individual or group study.
- Writing 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
- Compulsory readings controls

5.3 Development and Justification:

Sessions will consist basically of topics taught by the teacher with indication and provision of the necessary materials through the Moodle platform of the course.

In the theoretical sessions the contents will be presented, and the resolution of problems or practical exercises will be exposed. They will be accessible on the Moodle platform of the course. In the problems and practical exercises, a greater involvement of the students will be aimed. All the students' tasks (study, works, readings, presentations, exercises, practices...) will be guided by the teacher in the tutoring sessions and at the students request.

Regarding individual tutoring, students will be attended to discuss specific issues related to their homework or to solve any other difficulty of the student or group of students related to the subject, using synchronous tools such as Zoom or telephone tutorials. It also could be done face-to-face at professor's office hours.

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6. Detailed Contents

UNIT 1: THE HUMAN RESOURCES MANAGEMENT: CONCEPTS AND EVOLUTION.

1. Introduction. 2. The management of human resources (HRM). 3. HRM and different conceptions of the individual. 4. Evolution of management and HRM 5. Evolution of specialized function in the management of human resources. Roles. 6. Traditional and renewed conception of HRM: from staff management to the human resources management.

UNIT 2: HRM: THE SYSTEMIC APPROACH AND MODELS.

1. The management of human resources as a model. 2. The systemic approach and the processes of HRM. 3. Current theoretical proposals HRM. Models. 4. The basic processes in the management of Human Resources.

UNIT 3: THE MANAGEMENT OF HUMAN RESOURCES AND THE BUSINESS STRATEGY: THE STRATEGIC APPROACH.

1. The management of human resources: background and motivating causes. 2. HRM and organizational results. 3. HRM processes. 4. The roles of the personnel department as a staff unit.

UNIT 4: MANAGEMENT OF HUMAN RESOURCES BASED ON COMPETENCES

1. Introduction to Strategic Competency-based Management 2. What are competencies? 3. Business competition. 4. Distinctive core competencies. 5. Essential or core competencies. 6. Competency-based management as a tool of the Strategic Human Resource Management (SHRM). 7. Personal Competencies. 8. The HRM based on competencies. 9. Advantages, difficulties, and recommendations for Competency-based HRM.

UNIT 5: HUMAN CAPITAL, SDG, AND NEW SCENARIOS FOR THE HR MANAGEMENT

1. The New Economy and the Knowledge Society. 2. Intangible assets and their strategic value 3. Intellectual Capital: definition and components. 4. Human capital as a source of sustainable competitive advantage. 5. What are the SDGs? 6. The SDGs and their relationship with HRM 7. The future of HRM in a changing world: possible evolution and new scenarios.

7. Bibliography

7.1 Basic Bibliography:

- Armstrong, M. (2006) *Strategic Human Resource Management. A guide to action* (3rd edition). KOGAN
- Armstrong, M. & Taylor, S. (2014). *Armstrong's handbook of Human Resource Management Practice* (13th edition). KOGAN.
- Dessler, G. (2015). *Fundamentals of human resource management*. Pearson Higher Ed.
- Ivanovic, A., & Collin, P. (Eds.). (2009). *Dictionary of Human Resources and Personnel Management: Over 6,000 terms clearly defined*. Bloomsbury Publishing.
- Wilton, N. (2016). *An introduction to human resource management*. SAGE.

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7.2 Additional Bibliography:

- Arman, S. M. (2017, December). Impact of sustainable human resource management in organizational performance: A study on Bangladeshi HR professionals. In *Proceedings of 15th Asian business research conference* (pp. 22-23).
- Banfield, P., Kay, R., & Royles, D. (2018). *Introduction to human resource management*. Oxford University Press.
- Cherniss, C. & Goleman, D. (Ed.) (2003). *The emotionally intelligent workplace: How to select for, measure, and improve emotional intelligence in individuals, groups, and organizations*. John Wiley & Sons.
- Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, 27(1), 88-108.
- Mathis, R. L., & Jackson, J. H. (2008). *Human resource management*. Thomson/South-western.
- Stredwick, J. (2013). *An introduction to human resource management*. Routledge.
- Torrington, D. (2009). *Fundamentals of human resource management: managing people at work*. Pearson Education.
- Tyson, S. (2014) *Essentials of Human Resource Management*. Routledge

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8. Systems and Assessment Criteria

8.1 System for Assessment:

At the beginning of the semester students can choose between two evaluation systems:

- Continuous assessment
- Single final assessment.

Final grades of the subject:

The final results will be given in terms of a numerical scale between 0 and 10 (including tenths), with the corresponding qualitative ratings below:

- ≤ 4.9 : Fail (D)
- 5.0 - 6.9: Pass (C)
- 7.0 - 8.9: Pass with Merit (B)
- 9.0 - 10: Distinction (A)

The total number of distinctions cannot exceed 5% of the students enrolled in the subject in the academic year (unless the number of students enrolled is lower than 20, in which case one distinction can be awarded).

Students can access to check the grading system in the Bachelor's Degree Exam Regulations at the University of Huelva here:

https://www.uhu.es/secretaria-general/sites/secretaria-general/files/2021-02/Rgto_evaluacion_grado_mofs_ccgg_19_03_13.pdf

8.2 Assessment Criteria and Marks:

8.2.1 Examinations Convocatory I

a. Continuous assessment:

-**Test (60% of final grades):** consisting of a **theoretical-practical exam**, that could be divided into two parts and 30% corresponding to the theoretical part and the remaining 30% of the grade to the practical part. Both the theoretical and practical parts will consist of an exam in multiple choice format with questions with three response options and only one correct or, true/false format. Each correct answer will add 1 point and each error will subtract 0.25 points in the final grade for this part. To pass the theoretical part, students must have a minimum of 5 points out of 10 possible or its equivalent. The practical part will include questions and/or practical exercises related to the activities and practices carried out in classes. To pass the practical part it will be necessary to obtain a minimum of 5 points out of 10 possible or its equivalent. The final grade of the exam will be the average of the grades obtained in the theoretical part and the practical part, as long as the specified minimum has been reached in both.

-**Own documents, individual or group tasks (30% of the final grade):** consisting of attendance and delivery of practical activities carried out during the semester. These practical activities may consist of either tasks and/or case studies done individually or in small groups; or in other types of practical activities carried out in large group's classes or in the small groups' classes of the subject and related to the skills to be acquired by the students. On the one hand, at the conclusion of every task, there will be a delivery of the activities that will be completed during the practical sessions. Other assignments, however, might be asked to be completed in class or handed in at a later time.

-**Final task of the subject (10% of the final grade)** consisting of the preparation and oral presentation of an individual work that may adopt different formats (either a monograph or a multimedia work in audio/video format) related to the contents and topics of the subject. To score in this section it is necessary to obtain at least 5 points out of 10. The presentations, where appropriate, will be held in one of the scheduled sessions of the subject. The use of technical terminology specific to the subject, the skills for analysis and synthesis, and mastery of the contents of the subject will be highly valued.

IMPORTANT NOTICE: Tasks will not be received via email or outside the established deadlines, which will appear on the platform well in advance if this is the case. In exceptional cases of failure of the computer system of the Moodle

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platform (previous verification of this fact with the Computer and Communications Service of the University of Huelva), the term for the reception of the works whose delivery would have been affected will be extended.

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.

8.2.2 Examinations Convocatory II

Students who opted for **continuous assessment**:

The same evaluation system will be maintained. The activities carried out during the course (*2nd* semester) may be added to the exam result in the **same terms as in Convocatory I**.

In the case of **students that haven't reached the minimum requirements in any of the activities, they must take the Single Final Evaluation**.

8.2.3 Examinations Convocatory III

Regardless of the evaluation selected by the student during the course, the evaluation in this call will consist of a theoretical-practical exam with multiple choice or true/false questions on the syllabus of the subject with a weight of 70% of the final grade. In addition, the student must solve the practical cases in an exam with open questions (30%) and defend it orally. That is, the evaluation will have the same **format of the Single Final Evaluation**.

The use of technical terminology specific to the subject, the capacity for analysis and synthesis, and mastery of the subject's contents **will be highly valued**.

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8.2.4 Extraordinary Convocatory

The evaluation in this call will consist of a theoretical-practical exam with multiple choice or true/false questions on the syllabus of the subject with a weight of 70% of the final grade. In addition, the student must solve the practical cases in an exam with open questions (30%) and defend it orally. That is, the evaluation will have the **format of the Single Final Evaluation**.

The use of technical terminology specific to the subject, the capacity for analysis and synthesis, and mastery of the subject's contents **will be highly valued**.

8.3 Single Final Evaluation:

b. Single final evaluation (all calls)

It will consist in:

-**Test:** consisting of a theoretical-practical exam with a weight of 70% of the final grade, made up of a theoretical part (35%) and a practical part (35%). Both the theoretical and the practical exam will consist of multiple-choice questions with 3 answer options and only one correct answer or they will be of True/False format. Each correct answer will score 1 point and each wrong answer will subtract 0.25 points. To pass the exam, the student must achieve at least 5 points out of 10 in each of the parts.

The final grade of the exam will be the average of the grades obtained in the theoretical part and the practical part, only if the specified minimum has been reached in both.

- **Case studies with open questions** (30% of the final grade). Consisting of practical cases that the student must solve in writing and defend orally. To pass this section the student must obtain a **minimum of 5 points out of 10 possible**.

The use of technical terminology specific to the subject, the ability for analysis and synthesis, and the mastery of the subject's contents **will be highly valued**.