

COURSE GUIDE

Human Resource Management 1

Last updated date: 21/06/2021

Approval date:

Organización de Empresas II: 21/06/2021

Organización de Empresas I: 21/06/2021

Grado (Bachelor's Degree)	Bachelor's Degree in Building+ Bachelor's Degree in Business Administration and Management	Branch	Social and Legal Sciences
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Module	Organización de Empresas	Subject	Dirección de Recursos Humanos I
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Year of study	4 ^o	Semester	2 ^o	ECTS Credits	6	Course type	Compulsory course
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PREREQUISITES AND RECOMMENDATIONS

Students are required to have a sufficient level of knowledge regarding "Business Management".

BRIEF DESCRIPTION OF COURSE CONTENT (According to the programme's verification report)

- Human Resource Management approaches
- The context of Human Resource Management
- Human Resource Planning
- Recruiting, Selection, Socialization and Subtrative Planning.
- Training & Development and Career Management
- Measuring Performance
- Managing Compensation
- Emerging Trends in Human Resource Management

SKILLS

GENERAL SKILLS

- CG02 - Habilidad para analizar y buscar información proveniente de fuentes diversas aplicables al ámbito de estudio
- CG06 - Capacidad de análisis y síntesis
- CG07 - Capacidad para tomar decisiones
- CG19 - Comunicación oral y escrita en castellano
- CG24 - Capacidad para aplicar los conocimientos a la práctica

SUBJECT-SPECIFIC SKILLS



- CE01 - Conocer y comprender la realidad económica, identificar el papel que desempeñan las empresas dentro de la economía, conocer las distintas formas que pueden adoptar las empresas.
- CE02 - Entender las perspectivas más relevantes en el estudio de las organizaciones
- CE09 - Conocer y aplicar los conceptos teóricos y/o las técnicas instrumentales y herramientas para la resolución de problemas económicos y situaciones reales
- CE20 - Conocer y desempeñar las funciones que conforman el proceso de administración: planificación, dirección, organización y control
- CE22 - Elaborar un diagnóstico de la situación y resultados del mundo empresarial, identificar y diagnosticar problemas, modelarlos y ofrecer soluciones de forma razonada
- CE23 - Gestionar y administrar una empresa, así como otras organizaciones públicas y privadas y ser capaz de diseñar la estructura organizativa
- CE24 - Entender y aplicar las principales líneas de pensamiento estratégico actual, el papel de la competencia y la búsqueda de la ventaja competitiva; entender las raíces del éxito y el fracaso empresarial, conociendo a fondo los conceptos y herramientas para la formulación y desarrollo de una estrategia
- CE36 - Ser capaz de fijar objetivos, políticas, planificar y gestionar los recursos humanos.
- CE38 - Conocer la vinculación interdepartamental entre las prácticas de recursos humanos para determinar las diferencias en eficiencia y eficacia de los diferentes vínculos y responsabilidades dentro de la empresa.

TRANSFERABLE SKILLS

- CT01 - Gestionar y administrar una empresa u organización entendiendo su ubicación competitiva e institucional e identificando sus fortalezas y debilidades. Integrarse en cualquier área funcional de una empresa u organización mediana o grande y desempeñar con soltura cualquier labor de gestión en ella encomendada.
- CT03 - Ser capaz de planificar y controlar la gestión global o de las diversas áreas funcionales de la empresa.

LEARNING OUTCOMES

- **Cognitive (knowledge)-based objectives:**
 - What HRM can do for a company's competitive edge
 - Specific problems & conflicts commonly affecting HR departments
 - The unique role of HR in organizations
 - Techniques required to carry out different HR processes
 - Trends & challenges in HRM
 - Relate and combine the different HRM practices in organizations.
 - Understand how the different Human Resource Management (HRM) practices are designed and implemented in real organizations.
- **Procedural-Instrumental based objectives:**
 - We aim to help students be equipped to:
 - Estimate demand for personnel
 - Select the best candidates in a selection process
 - Gauge an organization's training needs
 - Apply performance appraisal techniques
 - Calculate salary mass & retributive effects
- **Objectives relating to individuals' skills, capacities and competencies:**
 - **Problem-solving**
 - Analysis and synthesis



- Organisation and planning
- Teamwork
- Delivering presentations in public
- Undertaking the necessary information-search to ensure effective decision-making
- Relating theoretical concepts with one another and applying them to practical scenarios
- Apply critical thinking and creativity to problem-solving.

PLANNED LEARNING ACTIVITIES

THEORY SYLLABUS

1. Introduction to HRM:

- Human resources in the firm: The challenges
- Human Resource Management
- Human Resource Managers: Characteristics & roles
- New trends in HRM

2. Job Analysis:

- Job descriptions
- Sources of information
- Information collection methods
- Generic job analysis
- Standardized questionnaires
- New trends in Job Analysis

3. HR Planning:

- Strategic importance of HR planning
- Elements of HR planning
- Assessing the global / organizational environment
- HR forecasts
- Developing HR planning: measurement & timetables
- Implementing HR planning
- Subtractive planning
- Outplacement
- HR information systems

4. The Recruiting Process (staffing).

- Strategic role of recruiting
- Recruiting from the organization's internal labor market
- Recruiting from the external labor market
- Turnover & recruiting difficulties
- New trends in the recruiting process

5. The Selection and Socialization Processes.

- Overview of the selection process
- Choosing valid predictors
- Techniques for assessing job applicants
- Formal and informal socialization
- New trends in the selection and socialization processes

6. Training & Development and Career Management:

- Training vs. development
- Challenges in training
- The training processes
- Developing program content



- What is career development?
- Career development hurdles
- Meeting the challenges of effective career development
- Self-development
- New trends in training & development and career management

7. Measuring Performance & Providing Feedback:

- Performance appraisal: concept & objectives
- Identifying performance dimensions: performance & tools
- The appraisal interview
- Performance improvement

8. Managing Compensation:

- Designing a compensation system
- Job-based vs. individual-based pay
- Compensation tools
- Balancing internal, individual and external equity
- Performance-based pay: the challenges
- Types of incentives (merit pay, team rewards, organisational rewards)
- New trends in compensation: Emotional salary and flexible compensation

PRACTICAL SYLLABUS

Case studies, individual and group-dynamic activities, team building activities, and analyses of human resource business cases based on the table of contents (see detailed syllabus).

RECOMMENDED READING

ESSENTIAL READING

- De la Calle, M.C., y Ortiz, M. (2018): Fundamentos de Recursos Humanos, Pearson, Madrid, 3ª ed.
- Raymond, N., Hollenbeck, J., Gerhart, B., y Wright, P. (2021). Fundamentals of Human Resource Management, McGraw Hill Education, Columbus, OH, United States, 9th edition.
- Dessler, G. (2020). Fundamentals of Human Resource Management, Pearson Education Limited, Harlow, United States, 5th edition.
- Tarrington, D., Hall, L., Taylor, S., and Atkinson, C. (2020). Human Resource Management, Pearson Education Limited, Harlow, United Kingdom, 11th edition.
- Gómez-Mejía, L.R., Balkin, D.B., Cardy, R.L. (2016). Managing Human Resources, Pearson Education Limited, Harlow, United Kingdom, 8th edition.

COMPLEMENTARY READING

- Ariza Montes, J.A. y Morales Fernández, E.J. (2014). Gestión estratégica de personas y competencias. Mc Graw Hill, 1ª edición.
- Dolan, S., Valle, R. y López, A. (2014): La gestión de personas y del talento: la gestión de los recursos humanos en el S. XXI, McGraw-Hill, Madrid.
- Fernández, E. y Junquera, B. (2013): Iniciación a los recursos humanos, Septem ed., Oviedo.
- Valle, R. (Coord) (2003) La gestión estratégica de los recursos humanos, Prentice-Hall, Madrid.



- Werther, W. y Davis, J. (2014): Administración de Recursos Humanos, 7ª Edición, McGraw-Hill, Méjico.

RECOMMENDED LEARNING RESOURCES/TOOLS

- Web de la Facultad de Ciencias Económicas y Empresariales: <http://fccee.ugr.es>
- Web del Departamento de Organización de Empresas II: <http://oe2.ugr.es>

TEACHING METHODS

- MD01 Docencia presencial en el aula
- MD02 Estudio individualizado del alumno, búsqueda, consulta y tratamiento de información, resolución de problemas y casos prácticos, y realización de trabajos y exposiciones.
- MD03 Tutorías individuales y/o colectivas y evaluación

ASSESSMENT METHODS (Instruments, criteria and percentages)

ORDINARY EXAMINATION DIET

To assess the contents and competencies acquired, we will use the following tools:

- Write test: we will propose some short answer questions and case studies.
- Oral test: there will be oral exposition of the case studies solved in groups.
- Observation: The conducts of the student will be observed to check them with the competencies.
- Attending and participation of the student to class, seminars and tutoring sessions.

The final mark will be calculated as following:

- **Theoretical exam** (50% of the total): Consisting on a writing assessment with short answer questions/multiple choice exam/true-false exam/short answer questions applied to HRM business cases. This exam has to be passed (at least 5 points).
- **Continuous evaluation system** (50% of the final mark). The student could have 5 points through the continuous evaluation system. This system is based upon the attending, participation and assessment of the practical activities proposed. The professor of each group will define the system at the beginning of the course.

The final mark of the student will result of the mean of theoretical part and the continuous evaluation system, taking into account that the theoretical exam is required to be passed.

IMPORTANT: The student that do not attend the final exam will obtain “no presented” final mark.

EXTRAORDINARY EXAMINATION DIET

- The structure of the **theoretical exam** will be similar to the one on ordinary examination (50%). This exam has to be passed (at least 5 points).



- **Practice exam** (50% of the total). Consisting on the resolution of case studies based on subjects of the course in order to apply the theoretical knowledge to human resource business situations.
- The score of the continuous evaluation system can be saved for the student that does not pass the ordinary examination. In this case, only those students that have passed the practice part through continuous evaluation system can decide not to do the practice part on this examination.

IMPORTANT: The student that do not attend the final exam will obtain “no presented” final mark.

SINGLE FINAL ASSESSMENT (evaluación única final)

The single final assessment (for those who apply and are allow to have it) will have this structure:

- **Theoretical exam** (50% of the total). Consisting on a writing assessment with short answer questions/multiple choice exam/true-false exam/short answer questions applied to HRM business cases. This exam has to be passed (at least 5 points).
- **Practice exam** (50% of the total). Consisting on the resolution of case studies based on subjects of the course in order to apply the theoretical knowledge to human resource business situations.

ADDITIONAL INFORMATION

- It is recommended to have at least a B1 level of English to attend this course.
- The use of National Identification Number is required to do the exams.
- The General Data Protection Regulation is applied in all the teaching activities, including the virtual ones.

