



Faculty of Work Sciences

GENERAL SPECIFICATIONS

DEGREE IN LABOUR RELATIONS AND HUMAN RESOURCES

Subject Data

Name:

DIRECCIÓN Y GESTIÓN DE PERSONAL

English name:

HUMAN RESOURCES MANAGEMENT

Code:

515109208

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:

2026-2027

Semester

2nd

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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

Email response timeframe: 48 hours, excluding weekends and public holidays.

Office hours.

1st Semester:

Mondays and Thursdays from 12.30 p.m. to 2 p.m.

Wednesdays from 10:30 a.m. to 13:30 a.m.

2nd Semester

Mondays and Thursdays from 12.30 p.m. to 2 p.m.

Tuesdays from 6 p.m. to 7:30 p.m.

Wednesdays from 10 a.m. to 11.30 a.m.

Course schedule:

Mondays from 10:30 a.m. to 12:30 p.m.

Thursdays from 10:30 a.m. to 12:30 p.m.

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

I.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.

I.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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Main 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.

3. Learning Outcomes: Competences, Knowledge, and Skills or Abilities (RD 822/2021 Guide)

3.1 Competences:

- **COM01:** Participate in the development and design of organizational strategies, developing the organization's human resources strategy.
- **COM17:** Apply knowledge in practice across its various fields of action.

3.2 Knowledge or Contents

- **C01:** Has knowledge of Labour Relations and Human Resources, including their theories, methods, and areas of application, at a level supported by advanced textbooks and documents and including some knowledge from the forefront of this field of study.
- **C02:** Handles IT knowledge related to the field of study: spreadsheets, data processing, and data storage.
- **C03:** Has a strong command of the Spanish language, its various styles, and the specific languages required for the development and communication of knowledge in the scientific and academic field.
- **C06:** Has strong knowledge of business organization and management.
- **C07:** Has strong knowledge of human resources management and administration.

3.3 Skills or Abilities

- **HD01:** Works in a team.
- **HD02:** Solves problems using qualitative and quantitative information.
- **HD03:** Develops a critical attitude in relation to analytical and synthesis skills.
- **HD06:** Communicates information and ideas to both specialized and non-specialized audiences.
- **HD09:** Conveys and communicates in writing and orally using appropriate terminology and techniques.
- **HD10:** Applies information and communication technologies in different fields of action.
- **HD14:** Demonstrates an inquisitive attitude that enables the continuous review and advancement of knowledge.
- **HD15:** Applies techniques and makes decisions in human resources management (remuneration policy, recruitment, etc.).

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4. Training Activities and Teaching Methods

4.1 Training Activities:

- Large group classes
- Small group classes
- Group or individual tutorials
- Independent student work

4.2 Teaching Methods:

- Theoretical academic sessions
- Practical academic sessions
- Presentation and debate
- Specialized tutorials
- Mandatory reading assessments

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.

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:

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- 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.

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., & Royle, 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

8. Systems and Assessment Criteria

8.1 System for Assessment(*):

-Continuous assessment

-Single final assessment.

(*) The student may choose one of these assessment methods at the beginning of the semester. If they do not do so, they will be assessed according to the continuous assessment criteria.

7.2 Assessment Criteria and Marks:

7.2.1 Examinations Convocatory I

All assessment systems for this course are strictly governed by the Assessment Regulations for Official Bachelor's and Master's Degrees of the University of Huelva (UHU). The full document can be accessed at the following link: http://uhu.es/secretaria-general/sites/secretaria-general/files/2021-02/Rgto_evaluacion_grado_mofs_ccgg_19_03_13.pdf

FIRST ORDINARY ASSESSMENT (First Call)

Continuous assessment will consist of:

- Objective test (50% of the final grade):** consisting of a theoretical-practical exam divided into two parts, with the theoretical part accounting for 25% and the practical part for the remaining 25% of the grade. Both parts will include a multiple-choice test with three answer options and only one correct answer and/or a true/false format. Each correct answer will add 1 point and each incorrect answer will subtract 0.25 points from the final score of this section. To pass the theoretical part, a minimum of 5 points out of 10 (or equivalent) is required.
 The practical part will include questions and/or practical cases related to the activities carried out in class, also with multiple-choice questions with three answer options and only one correct answer. To pass the practical part, a minimum of 5 points out of 10 (or equivalent) is required.
THE FINAL EXAM GRADE WILL BE THE AVERAGE OF THE SCORES OBTAINED IN THE THEORETICAL AND PRACTICAL PARTS, PROVIDED THAT THE MINIMUM REQUIREMENT HAS BEEN MET IN BOTH.
- Individual or group coursework (40% of the final grade):** consisting of attendance and submission of practical activities carried out during the semester. These activities may include tasks and practical cases completed individually or in small groups, or other practical work carried out in small-group sessions and related to the competencies to be acquired by students.
 Activities carried out during practical sessions will be submitted at the end of each session. Additional tasks may also be assigned to be completed in class or submitted later via the platform or in person.
 To receive a score in this section, a minimum of 2 points out of 4 is required.

IMPORTANT NOTICE: Assignments will not be accepted by email or outside the established deadlines. If submission through the Moodle platform is required and a technical failure occurs (after verification by the University of Huelva IT and Communications Service), the deadline will be extended for affected submissions.

- Final course project (10% of the final grade):** consisting of the preparation and presentation of an individual or group project, which may take different formats (e.g., a monograph or a multimedia project) related to the course content and current topics.
 To receive a score in this section, a minimum of 5 points out of 10 is required. Final project presentations, if applicable, will take place during one of the scheduled course sessions.
 Particular importance will be given to the use of specific technical terminology, analytical and synthesis skills, mastery of the subject matter, and the clarity and effectiveness of oral communication.

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Other important criteria:

- To be assessed through continuous assessment, students must attend at least **75% of theoretical sessions and 75% of practical sessions**. Failure to meet this requirement will result in evaluation under the Final Single Assessment criteria.
- Attendance is required for the submission of assignments. If a student is absent on the day an activity is carried out or initiated, they will not be allowed to submit it in later sessions, nor will submissions by email be accepted. The grade for that task will be **zero (0)**.
- This requirement may be waived in the case of duly justified and documented absence, communicated in a timely manner to the course instructor, who may assign an alternative task after evaluating the situation.
- If the student does not achieve the minimum requirements specified above, the different components cannot be combined, and the maximum final grade for the course will be **4 points**.
- Additionally, for all assessment activities and all examination periods, the regulations, recommendations, protocols, and provisions approved by the University of Huelva regarding the use of artificial intelligence (AI) will apply.
- 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).

7.2.2 Examinations Convocatory II

Students who opted for continuous assessment: The same criteria as in the First Call assessment system will apply. Activities completed during the semester may be added to the exam result under the same conditions as in the First Call assessment.

If the student has not met the minimum requirements in any of the activities, they must take the final single assessment. For the evaluation of practical cases in the final single assessment, particular importance will be given to the use of specific technical terminology of the subject, analytical and synthesis skills, and mastery of the course content.

7.2.3 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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7.2.4 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**.

7.3 Single Final Evaluation (for all Calls):

The assessment will consist of:

- **Objective test (60% of the final grade):** consisting of a theoretical-practical exam composed of a theoretical part (30%) and a practical part (30%). Both the theoretical and practical exams will include multiple-choice questions with three answer options and only one correct answer, or a True/False format. Each correct answer will be awarded 1 point, and each incorrect answer will deduct 0.25 points. To pass the exam, the student must obtain at least 5 out of 10 in each part.
THE FINAL GRADE FOR THE OBJECTIVE TEST WILL BE THE AVERAGE OF THE SCORES OBTAINED IN THE THEORETICAL AND PRACTICAL PARTS, PROVIDED THAT THE MINIMUM REQUIREMENT HAS BEEN MET IN BOTH.
- **Resolution of practical cases with open-ended questions (40% of the final grade):** consisting of practical cases that the student must solve in writing and defend orally. To pass this section, a minimum of 5 out of 10 (or equivalent) is required.
In the assessment of practical cases, particular importance will be given to the use of subject-specific technical terminology, analytical and synthesis skills, and mastery of the course content.

THE FINAL EXAM GRADE WILL BE THE SUM OF THE SCORES OBTAINED IN THE THEORETICAL AND PRACTICAL PARTS, PROVIDED THAT THE MINIMUM REQUIREMENT HAS BEEN MET IN BOTH.

IMPORTANT NOTICE: The same criteria shall apply to all examination periods.