



Faculty of Work Sciences

GENERAL SPECIFICATIONS

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:

	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

1st

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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.

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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: 10:30 to 12:30

Thursdays: 10:30 to 12:30

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

I.1 In English:

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

I.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, other activities offered by the faculty for this course and Semester are also recommended.

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Main 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

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
- **COM02:** Lead groups of people
- **COM17:** Apply knowledge in practice across its various fields of action

3.2 Knowledge or Contents

- **C01:** Demonstrates knowledge of Labour Relations and Human Resources, including their theories, methods, and areas of application, at a level supported by advanced textbooks and incorporating some knowledge from the forefront of this field of study.
- **C02:** Possesses ICT knowledge relevant to the field of study, including spreadsheets, data processing, and data storage.
- **C03:** Demonstrates a strong command of the Spanish language, including its various styles and the specific registers required for the development and communication of knowledge in scientific and academic contexts. (Not apply for Erasmus students)
- **C06:** Demonstrates strong knowledge of business organization and management.
- **C07:** Demonstrates strong knowledge of human resources management and leadership.

3.3 Skills or Abilities

- **HD01:** Works effectively in a team.
- **HD02:** Solves problems using both qualitative and quantitative information.
- **HD03:** Develops a critical attitude in relation to analytical and synthesis skills.
- **HD04:** Applies critical and self-critical reasoning.
- **HD06:** Communicates information and ideas to both specialist and non-specialist audiences.
- **HD08:** Is able to continue learning with a high degree of autonomy, particularly to pursue postgraduate studies aimed at advanced academic, professional, or research specialization in Labour Relations and Human Resources.
- **HD09:** Communicates effectively in both written and oral forms using appropriate terminology and techniques.

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- **HD10:** Applies information and communication technologies across different areas of practice.
- **HD14:** Demonstrates an inquisitive attitude that enables continuous review and advancement of knowledge.
- **HD15:** Applies techniques and makes decisions in Human Resources Management issues (e.g., compensation policies, recruitment, etc.).

4. Training Activities and Teaching Methods

4.1 Training Activities:

- Large group class
- 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
- Visits and excursions.
- Compulsory readings controls

4.3 Development and Justification:

- **Large group sessions:** Sessions delivered by the lecturer in different formats (theory, practical content, general examples, and overall subject guidelines). Audiovisual and IT resources may be used.
- **Small group sessions:** Theoretical and practical sessions involving the application of concepts through exercises, problem-solving, and assessment tasks. Audiovisual and IT resources may be used.
- **Group and individual tutorials:** Activities focused on supervising guided work, clarifying doubts (theory, exercises, readings, software tools), and presenting or discussing individual or small-group work.
- **Independent student work:** Activities in which students organize their time and effort individually or collaboratively. These include preparation of assessments, written assignments, computer-based work, recommended readings, library activities, oral presentations, debates, and attendance at talks or exhibitions or other recommended activities.
- **Theoretical academic sessions:** expository and explanatory sessions focused on content delivery.
- **Practical academic sessions:** practice and discussion of the subject matter through exercises, analysis, case studies, problem-solving, and database searches. Their objective is to consolidate and expand the material studied.
- **Presentations and debates:** sessions involving the presentation, discussion, and debate of the results of students' work, whether individual or group-based.

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- **Visits and field trips:** off-campus sessions aimed at familiarizing students with the practical reality of the different disciplinary areas of the degree (*)
- **Specialized tutorials:** sessions to consult with the lecturer regarding questions about the subject, and to receive recommendations or guidance for completing assignments, exercises, problems, or any type of activity.
- **Mandatory reading assessments:** review and/or critical analysis of specialized bibliography, texts, or data, with the aim of deepening knowledge of the subject.
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(*)These activities will be implemented provided that the required conditions are met.

5. 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.

6. Bibliography

6.1 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. (2019). An introduction to human resource management. SAGE

6.2 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

7. Systems and Assessment Criteria

7.1 Systems for Assessment:

- Continuous assessment.
- Single Final exam

7.2 Assessment Criteria and Marks:

7.2.1 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.

You can consult this document at the following link:

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

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 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, will be required minimum of 0.5 points 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 to the Moodle platform. 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 PRESENTATION OF WRITTEN ASIGNMENTS (2 points): for each topic the teacher will select assignments and activities for 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 students' 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.

Other important criteria:

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- 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 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.

USE OF ARTIFICIAL INTELLIGENCE (valid for all types and exam sessions and assessments)

Permitted use: generating initial ideas, comparing alternatives, improving writing, simulating interviews, creating questions, reviewing matrices, or conducting a preliminary search for approaches.

Non-permitted use: submitting as one's own any text, matrix, case study, or presentation entirely generated by AI without review, validation, or personal justification.

Student obligation: to declare the use of AI when it has been used, specifying the tool, purpose, main prompts, results obtained, and any modifications made.

Assessment criteria: the "apparent quality" of the submitted work will not be graded; rather, emphasis will be placed on technical adequacy, justification, error detection, application to the case, and oral defense.

Furthermore, in all assessment activities of the course, the regulations, recommendations, protocols, and other provisions approved by the University of Huelva regarding the use of Artificial Intelligence shall apply.

The lecturer will keep the course Moodle page updated with relevant documents on this matter.

7.2.2 Examinations Convocatory II

The subject can only be evaluated by means of a **single final evaluation** (please see 7.3).

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.

7.2.3 Examinations Convocatory III

The subject can only be evaluated by means of a **single final evaluation** (please see 7.3).

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.

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7.2.4 Extraordinary Convocatory

The subject can only be evaluated by means of a **single final evaluation** (please see 7.3).

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.

7.3 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 content that have been studied during the Semester. Both parts, theoretical and practical, must be passed independently.

-**THEORETICAL PART** (60% 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 this part (or **50% of the total score** for this part).

-**PRACTICAL PART** (40% of the subject's final grade) will include short case studies that the student will have to solve individually in writing and then defend/explain orally. A **minimum of 5 points out of 10** is required 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.