

Academic Year/course: 2022/23

## 27327 - Human Resources Management

### Syllabus Information

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**Academic Year:** 2022/23

**Subject:** 27327 - Human Resources Management

**Faculty / School:** 109 - Facultad de Economía y Empresa

228 - Facultad de Empresa y Gestión Pública

301 - Facultad de Ciencias Sociales y Humanas

**Degree:** 448 - Degree in Business Administration and Management

454 - Degree in Business Administration and Management

458 - Degree in Business Administration and Management

**ECTS:** 6.0

**Year:** 3

**Semester:** Second semester

**Subject Type:** Compulsory

**Module:**

## 1. General information

### 1.1. Aims of the course

The aim of this subject is to introduce and habituate the students to the basic concepts, instruments and decisions related to people. To do this, the human resources activities of the company will be analyzed, stressing the strategic tools that favor the efficacy and efficiency of the human resources management, the involvement of line managers and the performance of the role of strategic partners by the managers of Human Resources. These approaches and objectives are aligned with the Sustainable Development Goals (SDGs) of the 2030 agenda and certain specific targets (<https://www.un.org/sustainabledevelopment/es/>), contributing to some extent to their achievement:

Objective 4: Quality Education Goal

Meta 4.3 By 2030, ensure equal access for all men and women to quality technical, professional and higher training, including university education

Meta 4.4 By 2030, significantly increase the number of young people and adults who have the necessary skills, in particular technical and professional, to access employment in order to access employment, decent work and entrepreneurship

Objective 8: Decent Work and Economic Growth Target

Meta 8.3 Promote development-oriented policies that support productive activities, the creation of decent jobs, entrepreneurship, creativity and innovation, and promote the formalization and growth of micro and small and medium-sized enterprises, including through access to financial services

Meta 8.8 Protect labor rights and promote a safe and risk-free working environment for all workers, including migrant workers, in particular migrant women and people with precarious jobs

### 1.2. Context and importance of this course in the degree

The effective management of human resources is the key to organizational success. Organizations are seeking new ways of dealing with problems of globalization, a weak economy, rapidly changing technology, and changing demographics in the workplace, so it is necessary handling these and other situations to ensure that the employees and organizations are competitive and high performing.

### 1.3. Recommendations to take this course

The course is of an introductory nature directed at establishing the fundamentals of human resource management; therefore, there are no prerequisites for taking this course.

Students are strongly recommended to attend the lectures, to carry out the continuous work and to study on a regular basis.

## 2. Learning goals

### 2.1. Competences

- Manage companies and organizations.
- To know the operation of the human resources area of ??a company or organization and to perform with ease any management work entrusted to it.
- Assess the situation and foreseeable evolution of companies and organizations, make decisions and extract the relevant knowledge related to the area of ??human resources.
- Develop and draft human resource management projects for companies and organizations.
- Issuing advisory reports on human resources in concrete situations of markets, sectors, organizations, companies.
- Understand and apply professional criteria and scientific rigor to the resolution of economic, business and organizational problems.
- Ability to organize and plan.
- Ability to make decisions.
- Ethical commitment at work.
- Motivation for quality and excellence.
- Adaptability to new situations.
- Autonomy for training and continuing learning.
- Ability to apply knowledge in practice.

## 2.2. Learning goals

Identify the concept of Human Resources and its scope, role and importance in organizations

Think critically and strategically about human resources management issues and their importance in organizations as well as their involvement in the economic development of society

Know how to identify some tools that allow a solution to the critical problems of human resources

To become aware of the complexity in organizations in formulating, designing and implementing policies related to the management of people and their consequences on their efficiency and effectiveness

Provide the general outline of human resources policies, specifying for each of them their conditioning factors, the stakeholders involved and the objectives pursued

Communicate in an oral and written form, knowledge, ideas and results of the activities and work done, learning to plan them and optimize the time

## 2.3. Importance of learning goals

Organizations in the current economic context clearly need a strong focus on flexibility and change. In this sense, managers of both public and private companies must bet on investing in people working within their organizations, as an intangible resource that can provide efficient results. A high percentage of the success or failure of any type of institution depends on how the policies of selection, training, compensation, performance management or the organization of work teams and change management, among other factors, are applied.

# 3. Assessment (1st and 2nd call)

## 3.1. Assessment tasks (description of tasks, marking system and assessment criteria)

The student must demonstrate that he has achieved the learning results through the following assessment task: Both in FIRST and SECOND call the assessment system is GLOBAL and the student will be able to choose one of the following options:

Option A: It will be assessed by option A, the students who have delivered and discussed in class at least 60% of the activities proposed in class. (10% over final mark). The evaluation will be carried out through a written test and group work (2 people).

WRITTEN TEST (70%): This written test will include the contents studied in topics 1 to 10 of the program and will be carried out on the date of the official call that sets the center in the exam schedule. This test will consist of both theoretical and practical questions that can be closed (test type) or open and in them the students must demonstrate that they have assimilated and understood the basic concepts of the subject.

GROUP WORK (2-5 PEOPLE) (20%): Each working classmates must make a proposal for analysis of Data Management of People both economically and financially and implementation of a real company, putting into practice all the knowledge embedded throughout the semester. Students must defend the results of their class work and submit a final written report. All other important information about the work will be communicated to students in class or through the Digital Teaching Ring (ADD).

To pass the subject through Mode A it will be necessary for the student to obtain a minimum score of 4 (out of 10) both in the written test and in the work in group and in any case that the weighted average of both is equal to or greater than 5 (out of 10). If the student obtains a grade below 5, he/she should use mode B of the evaluation system. All students who have opted for Mode A will be able to switch to Mode B on the day of the written test, thus giving up the grades obtained in group work. Students who choose Mode A must communicate the composition of the working group on the date the teacher communicates in class or through the Digital Teaching Ring (ADD).

Mode B: This modality will consist of a single final written test. The written test will be carried out on the date of the official

call that sets the college in the exam schedule and will consist of two parts. The first part will match the written Test of Mode A (weighing 70%) and the second part will be practical and analytical, the issues of which will be in line with the work being done in Mode A (weight 30%). To pass the subject it will be necessary for the student to obtain a minimum grade of 5 (out of 10), having to reach a minimum of 4 (out of 10) in each of the parts of the test.

These tests are expected to be carried out in person, but if health circumstances require it, they will be carried out in a semi-presence or online manner. In the case of online evaluation, it is important to note that, in any test, the student can be recorded, being able to exercise his rights by the procedure indicated in:

[https://protecciondatos.unizar.es/sites/protecciondatos.unizar.es/files/users/lopd/gdocencia\\_reducida.pdf](https://protecciondatos.unizar.es/sites/protecciondatos.unizar.es/files/users/lopd/gdocencia_reducida.pdf)

The necessary software will be used to check the originality of the activities carried out. Detection of plagiarism or copying in an activity will involve grading 0 points on it.

## 4. Methodology, learning tasks, syllabus and resources

### 4.1. Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions and tutorials/seminars.

### 4.2. Learning tasks

This course is organized as follows:

- **Lectures** (30 hours). Theoretical concepts will be explained together with real examples which facilitate the comprehension and application of these concepts.
- **Practice sessions** (30 hours) Problem-solving and presentation of real problems and cases, elaboration and presentation of projects, discussion of current and emerging topics, essays and interactive activities. All these activities will be carried out both inside and outside the classroom, individually or in groups.
- **Tutorials and/or seminars.** The professors will supervise the projects carried out by the students, clarify their questions about the theoretical and/or practical contents of the subject, and propose specific tasks in which the theoretical concepts will be put into practice.
- **Individual work and study** (90 hours). This includes the study of the theoretical and practical contents, problem solving, the development of individual and/or in-group activities, the search for and analysis of information, among others.
- **Assessment tasks.**

The teaching delivery methodology is expected to pivot around face-to-face classes. However, if necessary for health reasons, face-to-face classes may be taught in a blended or online method.

### 4.3. Syllabus

This course will address the following topics:

#### **Topic 1: Present And Future Challenges In People Management**

The explanatory factors of the growing importance in the management of people as well as the difference between People Management / Talent and Organizational Behavior will be addressed. The concept of groups and Teamwork will be introduced as a basis of the subject

#### **Topic 2: Strategic Role of HRM**

It will be explained what it means to manage employees strategically. The primary HR activities will be presented. It will be described how organizational demands and the external environment influence HRM

#### **Topic 3: Job Analysis and Workforce Planning**

The importance of job design as well as its analysis for the development of the strategy and the result of the organization will be exposed. The main approaches as well as data sources will be presented. Likewise, it will be discussed how the organization and the environment influence the design and analysis of the job position and the workforce of people. The primary tactics used to remedy labor shortages and labor surplus will be discussed. The advantages and drawbacks of various workforce planning tactics will be discussed.

#### **Topic 4: Recruitment and Selection**

Recruitment and selection will be defined as key practices to generate competitive advantage and as part of the strategy. Selection standards will be established as well as multiple sources for recruiting employees will be identified. The meaning and importance of fitting person-position. The concept of personal branding and the employer brand will be developed

#### **Topic 5: Training and Development**

The purpose of the training and development, the benefits and costs of the training, as well as the different training methods training in company, will be explained.

#### **Topic 6: Performance Management**

The different purpose of performance management will be described. The components of an effective performance management system will be described. It will be discussed how to develop useful performance measures. The typical rater bias will be described and discussed. It will be discussed how to give effective feedback to the employees.

**Topic 7: Compensation**

The purpose and components of a compensation plan will be described. As well as the importance of equity in organizations, the systems of how compensation is determined, based on competencies, points, degrees, and how the external and internal environment affect a firm compensation decisions.

**Topic 8: Incentives**

Theories behind how incentives plans motivate employees will be explained. The different types of individual, collective and organizational incentives will be presented. Cafeteria plans and emotional salary

**Topic 9: International HR Management**

The reasons for the use of expatriates .The individual perspective

Compensation Programs for Expatriates

**Topic 10: Trending Topics in HRM**

Given the changing nature of the subject, this topic is devoted to analyzing the most current subject topics

**4.4. Course planning and calendar**

Further information concerning the timetable, classroom, office hours, assessment dates and other details regarding this course, will be provided on the first day of class or please refer to the Moodle website (<https://moddle2.unizar.es>); Academic calendar website (<https://academico.unizar.es/calendario-academico/calendario>); or the website of your corresponding faculty ( Zaragoza: <https://econz.unizar.es/>, Huesca: <http://fegp.unizar.es/>, Teruel: <http://fcsh.unizar.es/>).