

**COURSE DATA****Data Subject**

Code	33569
Name	The function of human resources
Cycle	Grade
ECTS Credits	6.0
Academic year	2018 - 2019

Study (s)

Degree	Center	Acad. year	Period
1309 - Degree in Labour Relations and Human Resources	Faculty of Social Sciences	3	First term

Subject-matter

Degree	Subject-matter	Character
1309 - Degree in Labour Relations and Human Resources	13 - Organisation design and human resource management	Obligatory

Coordination

Name	Department
PASCUAL IVARS, JOSE VICENTE	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The subject *The Function of Human Resources* belongs to the branch of social sciences and is compulsory. It takes place in the first quarter of the third academic year of the degree in Labour Relations and Human Resources. It is worth 6 ECTS credits, and the total workload is approximately 150 hours (25-30 hours per credit).

The Function of Human Resources aims to take a closer approach on the knowledge of the contents related to the functions of HR and its relation with business strategy (itinerary B of the Human Resources specialization, which takes place in the fourth academic year).

It is a continuation of the subject *Introduction to Business Administration*, focused on the administration subsystem, also covered in the subject *Business Administration and Organizational Structure and Workplace Design*.



However, students will achieve a general knowledge of the functions and policies of HR even if their itinerary choice is not business management.

The following chart represents the subjects of the core subject Business Administration and their position in the degree:

Subject	Year and Semester	Type
<i>Introduction to Business Operation</i>	1 st year (2 nd semester)	Basic
<i>Business Management</i>	2 nd year (1 st semester)	Basic
<i>Organizational Structure and Workplace Design</i>	2 nd year (2 nd semester)	Compulsory
<i>The Function of Human Resources</i>	3 rd year (1 st semester)	Compulsory
<i>Strategic Business Administration</i>	3 rd year (2 nd semester)	Compulsory
<i>Quality Management and Human Resources</i>	4 th year	Optional
<i>Audit on the Function of Human Resources</i>	4 th year	Optional
<i>Policies, Strategies and Human Resources Management</i>	4 th year	Optional
<i>Corporate Social Responsibility</i>	4 th year	Optional



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

Relationship with other subjects of the same degree

No enrolment restrictions have been specified.

Other types of prerequisites

Completion of previous subjects, especially Introduction to Business Operation and Management and Organization.

OUTCOMES

1309 - Degree in Labour Relations and Human Resources

- Students must have acquired knowledge and understanding in a specific field of study, on the basis of general secondary education and at a level that includes mainly knowledge drawn from advanced textbooks, but also some cutting-edge knowledge in their field of study.
- Students must be able to apply their knowledge to their work or vocation in a professional manner and have acquired the competences required for the preparation and defence of arguments and for problem solving in their field of study.
- Students must have the ability to gather and interpret relevant data (usually in their field of study) to make judgements that take relevant social, scientific or ethical issues into consideration.
- Students must be able to communicate information, ideas, problems and solutions to both expert and lay audiences.
- Students must have developed the learning skills needed to undertake further study with a high degree of autonomy.
- Be able to learn independently and develop initiative and entrepreneurship.
- Be able to organise and plan.
- Be able to manage information and to write and formalise reports and documents.
- Be able to analyse, synthesise and reason critically.
- Be able to solve problems, apply knowledge to practice and develop motivation for quality.
- Be able to communicate orally and in writing.
- Be able to use new information and communication technologies.
- Be able to work in a team.
- Respect and promote the principles of fundamental rights, gender equality, equal opportunities and non-discrimination, democratic values and sustainability.



- Know and apply the principles of the professional code of ethics.
- Understand the fundamentals of business organisation.
- Know and apply human resources management policies and instruments.
- Be able to interrelate the knowledge from the different academic disciplines that analyse the work environment.
- Analyse and evaluate the factors that determine inequalities in the world of work.
- Be able to select and manage social and labour information and documentation.
- Be able to perform analyses and make decisions regarding organisational structure and work organisation.
- Be able to participate in the creation and design of organisational strategies, and to develop the human resources strategy of the organisation.
- Be able to advise and make decisions on human resource management concerning remuneration policy, personnel selection policy and staff design.
- Be able to lead working groups in the area of labour relations and human resources.

LEARNING OUTCOMES

Upon successful completion of the subjects, students must be able to:

- Identify and analyze the relationship between the different functions of human resources.
- Know the different recruitment and training techniques.
- Know the importance of a HR audit.
- Relate the HR and organization strategies.
- Know how the evaluation of jobs and performance contribute to motivation.
- Know the main motivation techniques.
- Describe what the planning of templates consist in.

DESCRIPTION OF CONTENTS

1. FUNDAMENTALS OF HUMAN RESOURCES MANAGEMENT

- 1.1. Brief history of the evolution of the concept son human resources.
- 1.2. Terminological fundamentals.
- 1.3. The different areas and fields of action of the function of HR.
- 1.4. Changes in the environment of the function of HR and evolution of the concepts related to them.
- 1.5. Models for the performance of HR management in organizations.



2. STRATEGIC MANAGEMENT HUMAN RESOURCES MANAGEMENT

- 2.1. Characterization of HR management as a strategic activity.
- 2.2. The existing relationship between business strategy and HR strategy.
- 2.3. Role of HR management in strategic management.
- 2.4. The model of strategic management of Human Resources.
 - 2.4.1. Analysis of the determining factors.
 - 2.4.2. Definition of the Human Resources units and formulation of the HR strategy.
- 2.5. Type of strategy for HR management.

3. HUMAN RESOURCES PLANNING

- 3.1. The object of Human Resources planning.
- 3.2. Types of HR planning.
- 3.3. The process of Human Resources planning.
- 3.4. Workforce planning.

4. HUMAN RESOURCES RECRUITING.

- 4.1. Recruitment, training and their interrelations.
- 4.2. The process of HR recruitment.
 - 4.2.1. Recruitment and its channels.
 - 4.2.2. Selection and tests.
 - 4.2.3. Socialization or integration and organizational culture.

5. HUMAN RESOURCES TRAINING

- 5.1. The three training elements: training, development and indoctrination.
- 5.2. Training process and techniques.
- 5.3. Evaluation of the recruitment and training processes.
- 5.4. Guiding professional careers.

6. MOTIVATION IN HUMAN RESOURCES

- 6.1. Brief revision of the theoretical and conceptual fundamentals in human resources motivation.
- 6.2. Role of money in motivation and implication of the other HR management functions.
 - 6.2.1. Wage systems based on the workplace.
 - 6.2.2. Wage systems based on performance.
 - 6.2.3. Wage systems based on knowledge or skills.
- 6.3. Working conditions and quality of the working life.
- 6.4. Design of the workplace and motivation.
- 6.5. Participation programmes.

**7. EVALUATION AND CONTROL OF THE FUNCTION OF HUMAN RESOURCES**

- 7.1. A priori and a posteriori control on the strategy of human resources.
- 7.2. The role of SIRH (Information System of Human Resources) in the function control.
- 7.3. Concept and characteristics of the HR audit.
- 7.4. Objectives of the HR audit.
- 7.5. The role of the middle management in HR management.
- 7.6. The balanced scorecard as an element for strategy management and control.

8. THE DIRECTOR AS HUMAN RESOURCES MANAGER

- 8.1. Role of human resources administration in HR management.
- 8.2. The managers responsibility over his/her subordinates.
- 8.3. The manager as leader.
- 8.4. Group management and teamwork management.
- 8.5. Communication, participation and political game.
- 8.6. Personal consulting, conflict resolution and discipline management.

WORKLOAD

ACTIVITY	Hours	% To be attended
Theoretical and practical classes	60,00	100
Attendance at events and external activities	8,00	0
Development of group work	10,00	0
Development of individual work	5,00	0
Study and independent work	10,00	0
Readings supplementary material	10,00	0
Preparation of evaluation activities	15,00	0
Preparing lectures	10,00	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	10,00	0
Resolution of online questionnaires	2,00	0
TOTAL	150,00	

TEACHING METHODOLOGY

Different teaching methods will be used in the teaching-learning process of the present subject. Lectures will be used to provide students with complex concepts and with a general vision of the contents. In any case, student participation is highly encouraged. This method encourages teacher-student and student-student interaction and enables the development of skills and abilities.



The teaching methodology is, therefore, the following:

- Theoretical lessons: lectures will provide students with the contents; diagrams will be used to present them and the most relevant aspects will be highlighted. The PowerPoint diagrams will be available on Aula Virtual. Student participation is highly encouraged to overcome the possible lacks in this traditional teaching method. Participation will lead to more dynamic and active lessons.

For each session, students will have to answer a set of questions related to the topic, and will lead to the introduction of the basic concepts. At the end of each topic, students will produce a summary including the key objectives. Considering active student participation, teachers will hand out a diagram-guideline that will allow students to make up their own study materials, together with the recommended bibliography.

- Tutorials: the objective of tutorials is to work on and explain the concepts covered in the theoretical and practical lessons.

- Practical lessons: their aim is, on the one hand, to apply the concepts learnt to a real or fictitious case and, on the other hand, to prove the ability to work in groups and interpersonal communication skills. Group work will be used for the resolution of practical exercises. Puzzle groups will also be used to train cooperative learning due to its efficiency. Texts and audiovisual materials will also be used for the introduction of specific practical exercises.

EVALUATION

Assessment will be based on the theoretical and practical contents of the subject. These will have a summative and a formative function. The first will prove the level of knowledge acquired and the second will provide feedback on the improvement of the teaching-learning method. The summative function enables the assignation of a final grade through the final examination and the formative function will include continuous assessment and partial tests (corrected and explained in class).

There will be 2 assessment blocks:

- Block A: 60% of the final grade will derive from a final written examination. It will consist of a series of questions on a business case. It can also include test-type questions.
- Block B (continuous assessment): 40% of the final grade will be based on the activities carried out in class. It consists of 2 parts. The first part (B1) accounts for 15% of the final grade and is based on attendance and active participation; the second part (B2) accounts for 25% of the final grade and it evaluates the following aspects: reports and oral or written presentations and the different activities carried out during the theoretical lessons.

This part of the continuous assessment is formative since it enables a feedback process for both students and teachers. It also sets out the relevance of presentations on the conclusions of interviews with business managers, since they prove the students' expository and procedural skills.



The final grade will be obtained through the combination of the grades of both blocks. It is mandatory to pass the official written examination in order to pass the subject.

The following table shows the grading distribution:

Continuous Assessment	40%
Attendance and Participation	15%
Submission of Papers/Questionnaires on own work	25%
Written examination (students must pass it in order to consider the grade of the continuous assessment)	60%
Total	100%

REFERENCES

Basic

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