1. OVERVIEW

Subject Area	Human Resources Management
Degree	Bachelor's Degree in International Management of Tourism and Leisure Companies
School/Faculty	Social Sciences
Year	2º
ECTS	6 ECTS (150 hours)
Type	Compulsory
Language(s)	Spanish
Delivery Mode	On-campus
Semester	S1

2. INTRODUCTION

Identifying and understanding the organisational challenges posed by the interrelation of people in the workplace is necessary in any organisation, and especially in the current global context where teamwork is becoming an essential key to ensuring competitivity.

The **general objective** of this subject area is to introduce students to the main aspects related both to management concepts and policies applied to the management of people, and to the development of personal and social skills in the business environment.

3. SKILLS AND LEARNING OUTCOMES

Basic skills (CB, by their acronym in Spanish):

- **CB1:** Students have shown their knowledge and understanding of a study area that builds on general secondary school education, and are usually at the level where, with the support of more advanced textbooks, they may also demonstrate awareness of the latest developments in their field of study.
- **CB2:** Students can apply their knowledge to their work or vocation in a professional manner and possess the skills which are usually evident through the forming and defending of opinions and resolving problems within their study area.
- **CB3:** Students have the ability to gather and interpret relevant data (usually within their study area) to form opinions which include reflecting on relevant social, scientific or ethical matters.
- **CB4:** Students can communicate information, ideas, problems and solutions to both expert and non-expert audiences.
- **CB5:** Students have developed the learning skills necessary to undertake further study in a much more independent manner.

Cross-curricular skills (CT, by their acronym in Spanish)

- **CT01 - Independent learning**: Ability to choose the most effective strategies, tools and opportunities for independent learning and implementation of what has been learnt.

- **CT07 - Awareness of ethical values:** Ability to think and act in line with universal principles based on the value of a person, contributing to their development and involving commitment to certain social values.
- **CT09 - Interpersonal relationship skills**: Ability to hold positive relationships with other people through assertive verbal and non-verbal communication. This means being able to express or communicate what you want, think or feel without discomforting, offending or harming the feelings of other people.
- **CT16 - Decision making**: Ability to choose between different options or methods to effectively solve varied situations or problems.

Specific skills (CE, by their acronym in Spanish):

- **CE1 -** Ability to understand and apply basic concepts and tools of strategic management for the operation of tourism and leisure companies: analysis, planning, organisation, communication, execution, management and control.
- **CE9 -** Ability to internalise the attitude of customer service and care as essential for the professional performance of tourism and leisure activities.

Learning outcomes (RA, by their acronym in Spanish):

- **RA1:** To design a selection process.
- **RA2:** To implement training and/or professional development projects.
- **RA3:** To carry out an employee motivation project.
- **RA4:** Understanding of concepts related to human resources and diversity management.

The following table shows how the skills developed in the subject area match up with the intended learning outcomes:

Skills	Learning outcomes
CB2, CB3, CT1, CT9, CT16, CE1	**RA1**: To design a selection process.
CB2, CT1, CT7, CT16, CE1	**RA2**: To implement training and/or professional development projects.
CB2, CT1, CT9, CT16, CE1	**RA3**: To carry out an employee motivation project.
CB1, CB2, CB3, CB4, CB5, CT7, CE9	**RA4**: Understanding of concepts related to human resources and diversity management.

4. CONTENTS

- Human resources in the age of globalisation.
- Organisational design.
- The recruitment process.
- Training and development.
- Pay.
- Disengagement.

5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Case studies.
- Collaborative learning
- Problem-based learning.
- Lectures
- Mock scenarios
- Project-based learning

6. LEARNING ACTIVITIES

The types of learning activities, plus the amount of time spent on each activity, are as follows:

On-campus:

Learning activity	Number of hours
Attendance and active participation in class	62.5 h
Guided work (tutorials, monitoring of learning)	12.5 h
Independent working (on-campus)	37.5 h
Other activities (excursions, talks, etc.)	12.5 h
Group work	25 h
TOTAL	**150**

7. ASSESSMENT

The assessment systems, plus their weighting in the final grade for the subject area, are as follows:

On-campus:

Assessment system	Weighting
Assignments and reports	25%
Presentations	10%
Practical exercises	25%
Knowledge tests	40%

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment tasks, including deadlines and assessment procedures.

8. BIBLIOGRAPHY

The works of reference for following up this subject area are:

- Albizu, E. y Landeta, J. (2011). Dirección estratégica de los recursos humanos. Teoría y práctica. Pirámide.

The recommended bibliography is indicated below:

- Bateson, J. (2013). *A la hora de contratar, primero pruebe y luego entreviste.* Harvard Business Review.
- Capitán, O. (2018). *Guía práctica para el diseño y medición de competencias profesionales*. ESIC Editorial.
- Rogers, K. (2018). ¿*Sus empleados se sienten respaldados?* Harvard Business Review.
- Tarki, A. y Massey, C. (2022). *To make better hires, learn what predicts success.* Harvard Business Review.