# UAB
## Universitat Autònoma de Barcelona

**Human Resource Management**

Code: 101232
ECTS Credits: 6

**2025/2026**

| Degree | Type | Year |
|--------|------|------|
| Tourism | FB | 2 |

## Contact

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## Teachers

Harold Rolando Torrez Meruvia

## Teaching groups languages

You can view this information at the end of this document.

## Prerequisites

There are no prerequisites.

## Objectives and Contextualisation

This subject is framed within the group of studies in the Degree in Tourism relating to the management and development of people within organizations, specifically that of Human-Resources (HR) in tourism-related companies. This subject, however, is the continuation of "Introduction to Business" (a first-year subject), which focuses on subjects concerning organizational structure and strategy in tourism companies, and represents a continuity with the fundamental content of that subject. This subject is highly practical in approach and aims to apply its theoretical content in the form of exercises, case simulations, and other complementary activities.

On completing this subject, students should be able to:

1. Understand the most relevant theoretical models and key concepts in Human Resources Management within organizations.

2. Understand the principle techniques concerning people management within organizations.

3. Understand and know how to apply these management techniques in the case of tourism-related companies.

## Competences

- Apply the concepts related to tourism products and businesses (economy and finance, human resources, commercial policy, markets, operations and strategy) in the different parts of the sector.
- Behave responsibly towards the environment.
- Demonstrate knowledge and understanding of the basic principles of tourism in all its dimensions and areas.
- Develop a capacity for independent learning.
- Plan and manage activities on the basis of quality and sustainability.
- Plan, organise and coordinate a work team, creating synergies and showing empathy.
- Use communication techniques at all levels.
- Work in a team.

## Learning Outcomes

1. Behave responsibly towards the environment.
2. Develop a capacity for independent learning.
3. Identify and apply the concepts of strategic management with regard to the tourism product and business.
4. Identify the concepts and theory underpinning a tourism business strategy.
5. Plan and manage activities on the basis of quality and sustainability.
6. Plan, organise and coordinate a work team, creating synergies and showing empathy.
7. Use communication techniques at all levels.
8. Work in a team.

## Content

A) MANAGERIAL FUNCTION

1. The current state of the labor market.

2. The organizational culture. People as a key element.

3. The concept of strategy and tactics, types of strategic behavior.

4. Strategy, structure, and process of managing human resources.

5. Managing tourism companies.

6. HRM Planning

B) HUMAN RESOURCE MANAGEMENT (HRM)

1. Analysis, description, and assessment of the workplace.

2. Personnel recruitment and selection processes.

3. The management and evaluation of performance.

4. Personnel training and development.

5. Compensation and benefits.

6. HR policies in tourism-related companies.

C) ORGANIZATIONAL BEHAVIOUR

1. Labor relations and discipline.

2. Safety and Health management.

3. Diversity management.

4. HR Informational Systems and communication.

5. Leadership and leadership styles, managing teams.

6. Motivation and Recognition tools (Non-monetary rewards).

7. Socialisation processes.

8. The ethical dimension in organizations: Corporate Social Responsibility, Gender issue andSustainability.

## Activities and Methodology

| Title | Hours | ECTS | Learning Outcomes |
|---|---|---|---|
| Type: Directed | | | |
| Public presentation of the Project | 4 | 0.16 | 3, 7, 5, 8 |
| Resolution of Practical cases | 30 | 1.2 | 3, 7, 6, 8 |
| Theoretical classes | 31 | 1.24 | 1, 4, 5 |
| Type: Supervised | | | |
| Tutorials | 25 | 1 | 2, 3, 4 |
| Type: Autonomous | | | |
| Preparation of the Project | 15 | 0.6 | 2, 3, 4, 7, 5, 6, 8 |
| Resolution of Practical cases | 15 | 0.6 | 2, 3, 4 |
| Study | 15 | 0.6 | 1, 2, 3, 4, 5 |

Teaching languages: Spanish (Tourism Degree); English (Degree in Tourism in English)

1) The methodology of the theoretical part of the course:

Classroom-based classes with an explanation regarding the different agenda items. Self-study of the theoretical materials. Theoretical classes will be audiovisual (PowerPoint presentations, video viewing to support the theory, etc.).

2) The methodology of the practical part of the course:

Preparation and class-based presentation of exercises, case studies, and/or projects (individually and in groups) related to theoretical explanations. Some exercises and cases will be conducted by students in out-class hours. The exercises, cases, and work, will have to be delivered in a paper document or digital format for evaluation.

3) The methodology of the outclass learning part of the course (Campus Virtual):

The Campus Virtual platform will be used to share information and alternative media in the classroom between students and the teacher. Campus Virtual will contain the profile of the course, additional theoretical material in digital form, cases and exercises, links to websites, etc.

Note. 15 min of the last class will be dedicated to make UAB evaluation survey.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

## Assessment

## Continous Assessment Activities

| Title | Weighting | Hours | ECTS | Learning Outcomes |
|---|---|---|---|---|
| Examen Theoretical | 50% | 2 | 0.08 | 3 |
| Practical activities | 20% | 10 | 0.4 | 1, 2, 3, 4, 5 |
| Project | 30% | 3 | 0.12 | 7, 6, 8 |

1. Continuous evaluation:

- a) Practical activities (20%): The home-realization and exhibition-discussion of the exercises and individual cases throughout the course, which will be delivered within the pre-determined period.
- b) Project (30%): The realization of a team Project based on the course materials. Project work must be delivered on the established date and publicly exposed in class.
- c) Periodical control (50%): The realization of an examination that will include both the theoretical subject exposed in the lectures and aspects related to the practical part of the subject.

To approve the subject it is necessary to obtain a score above 5 (five) on average. It is necessary to participate in each (1a, 1b, and 1c) of the continuous evaluation activities to calculate the final grade for the course. Otherwise, he/she should go to the final exam.

2. Single assessment:

- Instead of continuous evaluations (1a, 1b, and 1c) shown above, students have the option to directly take the final exam. The grade of the final exam will be 100% of the final grade.

3. Re-evaluation

Students with a grade between 3.5 and 4.9 in the final exam will have the possibility to repeat the exam, in accordance with the calendar of academic activities, which is reported in the course guide to students or on the center's website.
The recovery of the subject by single assessment will be the same as that of the rest of the students, and to present themselves for the re-assessment it will be necessary that they have obtained at least a 3.5 in all the evidence of those that include the single assessment.

*The grade for the subject will be NOT EVALUABLE when the student attends less than half of the assessment activities and/or does not attend the final exam.*

## Bibliography

Bibliografia Bàsica (no obligatoria)

- Burke, Ronald & Hughes, Julia C. (2018). *Handbook of Human Resource Management in the Tourism and Hospitality Industries.* Edward Elgar Publishing. https://doi.org/10.4337/9781786431370

- GOMEZ- MEJÍA, Luis, Balkin, David and Cardy, Robert (2012): "Managing Human Resources", Pearson

Bibliografia Addicional

- LAZER, Edward P., Gibbs, M. (2015): "Personnel Economics in Practice," Wiley.

- Marques Joan (2021). Exploring Gender at Work: Multiple Perspectives. Springer International Publishing AG.
- Sharma Radha (2017). Human Resource Management for Organizational Sustainability. In Human Resource Management for Organizational Sustainability. Business Expert Press.

- Altre material de suport en format digital i enllaços a pàgines web s'ofereixen a l'Aula Moodle.

## Software

- MS Teams/Zoom
- MS Office

## Groups and Languages

| Name | Group | Language | Semester | Turn |
|------|-------|----------|----------|------|
| (TE) Theory | 1 | Spanish | first semester | morning-mixed |
| (TE) Theory | 2 | English | first semester | morning-mixed |