

**Management and Development of Human Resources
in Organisations**

Code: 101635
ECTS Credits: 6

2025/2026

| Degree | Type | Year |
|-------------------|------|------|
| Education Studies | OT | 4 |

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Teachers

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Teaching groups languages

You can view this information at the [end](#) of this document.

Prerequisites

It is recommended to have passed the subjects: Design, monitoring and evaluation of plans and programs -2n-, models and training strategies to -3r- Organizations, Organizational Development and Educational Institutions -3r-.

Objectives and Contextualisation

The management and development of people in organizations represents a great challenge for education professionals as they must be able to integrate the needs and interests of organizations with those of workers. These needs imply being able to manage talent and enhance skills, managing development processes to consolidate human teams in organizations. A human capital that is today, in a society like ours, the main asset.

With these premises, the subject aims to develop in future professionals the skills for their intervention within organizations or in work contexts. It is intended to analyze, manage, and evaluate the different policies of management and development of human resources, deepening the evolution and timeliness of this management, in addition to implementing various processes and effective tools.

The objectives of the subject are:

- Analyze the evolution of people management in organizations within a complex and global context, and acquire a strategic vision of the current function.

- Identify the different development policies and processes of integral management of human resources in organizations.
- Design effective human resources development tools adapted to each context and organization.
- Enhance the skills of the professional in charge of managing and leading people development policies in organizations.
- Value the role of the training professional in organizations, and as a talent manager of the same.

Competences

- Administer and manage centres, institutions, services and educational and training resources.
- Analyse and recognize one's own socio-emotional skills (in terms of strengths, potentials and weaknesses) to develop those necessary for work and professional development.
- Introduce changes in the methods and processes of the field of knowledge to provide innovative responses to the needs and demands of society.
- Participate and get involved in the events, meetings and events of the institution to which one belongs.
- Take sex- or gender-based inequalities into consideration when operating within one's own area of knowledge.
- Work in teams and with teams (in the same field or interdisciplinary).

Learning Outcomes

1. Analyse a situation and identify its points for improvement.
2. Analyse the relationship between organizational structure and human resource planning.
3. Analyse the sex- or gender-based inequalities and the gender biases present in one's own area of knowledge.
4. Avoid decisions or judgments about people based on preconceived ideas or prejudices
5. Communicate using language that is not sexist or discriminatory.
6. Design recruitment techniques and processes.
7. Form teams that are capable of carrying out activities effectively both in person and remotely in different ways.
8. Identify situations in which a change or improvement is needed.
9. Identify the principal forms of sex- or gender-based inequality and discrimination present in society.
10. Participating actively in guided and supervised activities.
11. Propose projects and actions that incorporate the gender perspective.

Content

1. Human resources to organizations
 - 1.1 The evolution of people management in organizations
 - 1.2 Future prospects for HR management
 - 1.3 Functions of the HR department
 - 1.4 The cycle of people in organizations
2. HR policies
 - 2.1 Introduction to HR policies
 - 2.2 The strategic and comprehensive vision with the set of institutional policies

- 2.3 Definition of jobs and skills.
- 2.4 Management by competences.
- 2.5 Selection and reception
- 2.6 Performance evaluation.
- 2.7 Equality policy and plan.
- 2.7 Motivation, compensation and benefit.
- 2.8 Other HR policies: risk prevention, labor relations, and communication
- 3. HR development
 - 3.1. HR policies and training policies
 - 3.2. Strategic planning of training and development policies
 - 3.3. Competency-based management and training
 - 3.4. Career plans and promotion.
 - 3.5. Talent management
 - 3.6. CSR and training.
 - 3.7. The HR professional: profile and functions
- 4. HR evaluation and training evaluation
 - 4.1. Integrated HR assessment model
 - 4.2. Performance evaluation and training
 - 4.3. Evaluation of training transfer
 - 4.4. Assessing the impact of training
- 5. HR and training consulting

Activities and Methodology

| Title | Hours | ECTS | Learning Outcomes |
|------------------|-------|------|-------------------|
| Type: Directed | | | |
| Directed | 45 | 1.8 | 2, 7, 6, 4, 10 |
| Type: Supervised | | | |
| Supervised | 30 | 1.2 | 2 |
| Type: Autonomous | | | |
| Autonomous | 75 | 3 | 2, 6 |

The protagonist in the teaching-learning process is the student and it is under this premise that the methodology of the subject has been planned, as shown in the following table:

| Activity | Hours | Methodology |
|--|-------|---|
| Face-to-face in a large group: theory | 35 | Presentations by the teaching staff of the contents and basic issues of the syllabus carried out with the entire class group and allows the exposure of the main content through an open and active participation by the students. Despite being a typological activity where the protagonist falls on the teaching figure, the active participation of students will be encouraged, sharing the learning that is being achieved. |
| Face-to-face in large groups and individuals: practical activities | 10 | Reduced group and individual work spaces supervised by the teaching staff where contents and themes worked on in the large group are deepened. The activities to be carried out will be document analysis, interpretation of reports and data, resolution of cases and practical activities of analysis design of HR management strategies |

Training activities

| Title | Hours | Credits | Learning outcomes |
|-------------------------------------|-------|---------|-------------------|
| Types: Targeted | | | |
| Face-to-face in large groups | 45 | 1,8 | 5, 6, 2, 10, 7 |
| Types: Supervised | | | |
| Supervised activities and tutorials | 30 | 1,2 | 2 |
| Type: Autonomous | | | |
| Autonomous activities | 75 | 3 | 6, 2 |

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

Continuous Assessment Activities

| Title | Weighting | Hours | ECTS | Learning Outcomes |
|--|-----------|-------|------|-----------------------------------|
| Resolution of a practical case (providing material in the classroom)- individual | 50% | 0 | 0 | 3, 2, 1, 5, 7, 6, 4, 9, 8, 10, 11 |
| 2 Group practices based on active methodologies | 30% | 0 | 0 | 2, 6 |
| 2 Individual essay - active methodologies | 20% | 0 | 0 | 3, 2, 1, 5, 7, 6, 4, 9, 8, 10, 11 |

Evaluation

The continuous evaluation of the subject will be carried out throughout the academic year through the activities shown in the grid below.

The resolution of the practical case providing material will take place on January 21, 2026, and the recovery will be held on February 4, 2026.

The delivery of the practices will be done at the end of each of the 5 modules, that is, an activity must be done for each completion of the module.

The return of the corrections will be made within 20 days.

In order to pass the subject, each of the two blocks of evaluation activities of the subject must be approved with a 5.

Each of the evaluation activities can be recovered, and must be done again with the indications of the teaching staff.

UNIQUEASSESSMENT

It is based on carrying out a theoretical individual written test, an individual practical written test, and an individual practical activity. Weight of the grade: individual theoretical written test 40%, individual practical written test 40%, and individual practical activity 20%. These will be submitted/Performed on January 21, 2026. And the resit will be on February 4, 2026. All of them can be retaken. Each part must achieve a minimum grade of 5.

The return of the corrections will be made within 20 days.

GENERAL CONSIDERATIONS

Positive attitude towards the learner, analysis and constructive criticism will be assessed, as well as active participation in all activities and sessions.

The students must submit 100% of the activities; otherwise, it will not be considered evaluable.

Attendance is mandatory, absences must be justified, and in no case do they exempt from presence.

Plagiarism is a reason for not passing the evaluation activity.

To pass this subject, it is necessary that the student shows a good general communicative competence, both orally and in writing, and a good command of the vehicular language or languages that appear in the teaching guide. In all activities (individual and group) linguistic correction, writing and formal aspects of presentation will therefore be taken into account. Students must be able to express themselves fluently and correctly and must show a high degree of understanding of academic texts. An activity can be returned (not evaluated) or suspended if the teacher considers that it does not meet these requirements.

The gender perspective will be worked on explicitly in the subject, as well as the use of non-sexist language.

For this subject, the use of Artificial Intelligence (AI) technologies is allowed exclusively for tasks that the teachers will propose in classroom activities. The use of AI in any other activity is not permitted. Unauthorized use of AI in an evaluable activity will be considered an academic honesty violation and may result in a partial or total penalty on the activity grade, or more severe sanctions in cases of seriousness.

In case of copying or plagiarism, the activity or test will be suspended and will go to recovery.

The relevant activities will be included to address the inclusion of students who require it.

This subject does not allow a synthesis test.

Bibliography

1. Alles, M. (2020) Formación, capacitación y desarrollo. Ed. Granica. Madrid
2. Alles, Martha Alicia (2016). Dirección estratégica de recursos humanos. Gestión por competencias. Ediciones Granica. Buenos Aires.
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4. AYENSA, A.M. (2023) Gestión de recursos humanos, 2.^a edición. Paraninfo
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6. Casanova, M.; (2021). El poder de la diferencia.
7. Chiavenato, I. (2022) Gestión del talento humano. En el nuevo papel de los recursos humanos en las organizaciones. McGraw-Hill. Madrid.
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9. Gómez-Mejía, Luis R., autor; Balkin, David B., Gestión de Recursos humanos. (2016). Universidad complutense de Madrid. Madrid.
10. Riera, P. Gestión de Recursos Humanos: enfoque sistémico en una perspectiva global. Revista de investigación en psicología, 2014, Vol.9 (1), p.109-122.
11. Troger, H. (2021). Human Resource Management in a Post COVID-19 World: New Distribution of Power, Individualization, Digitalization and Demographic Developments. Editorial Almuzara. Madrid

Enllaços web:

<http://www.mtas.es>

www.aedipe.es

<http://www.astd.org/astd/>

<http://www.arearh.com/>

http://www.earli.org/special_interest_groups/learning_professional

<http://www.empresaysociedad.org/>

<http://www.som.cranfield.ac.uk/som/>

Software

Not needed

Groups and Languages

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

| Name | Group | Language | Semester | Turn |
|-------------|-------|----------|----------------|---------------|
| (TE) Theory | 4 | Catalan | first semester | morning-mixed |