

## Human Resources

Code: 102342  
ECTS Credits: 6

**2025/2026**

Degree	Type	Year
Business Administration and Management	FB	2
Economics	OT	3
Economics	OT	4

## Contact

Name: Carlos Martinez Lizama

Email: carlos.martinez.lizama@uab.cat

## Teachers

Stefan Hemmen Almazor

Carlos Martinez Lizama

Eduardo Balbuena Longo

Maria Mercedes Magaña Juarez

## Teaching groups languages

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

## Prerequisites

In order to be able to successfully follow and complete the course, it is recommended that the student has passed the following subjects: Business Economics I.

## Objectives and Contextualisation

Over last few decades as economy has become more oriented toward knowledge-based work and dominated by

the service sector, organizations have recognized that people are their major source of competitive advantage and their key resource. As a result, human resource management (HRM) has taken on a more strategic role in organizations. Decisions made about whom to hire, what training to give them, how to reward them, and so on have become increasingly important. More and more these decisions are made not only by the HR department and managers but also by individual employees and team members. Thus the main goal of this course is to enable students as future employees and future managers to understand their responsibilities regarding HRM. Additionally, we will consider HR policies, with emphasis in ethical behavior and non-discriminatory gender policies.

## Competences

### Business Administration and Management

- Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.
- Delegate decision making to the workers and provide them with the necessary incentives so that those decisions are taken in the interest of the company as a whole.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Work well in a team, being able to argue proposals and validate or reject the arguments of others in a reasoned manner.

## Learning Outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Identify the conditions that favour the delegation of decisions.
3. Identify the main incentive mechanisms used in companies.
4. Organise work, in terms of good time management and organisation and planning.
5. Select and generate the information needed for each problem, analyse it and make decisions based on this information.
6. Work as part of a team and be able to argue own proposals and validate or refuse the arguments of others in a reasonable manner.

## Content

### 1. Strategic management of human resources

- Stages of the human resources function

- Functions of the human resources department

- Competencies of human capital (emotional, intellectual)

- Culture and organizational ethics

### 2. Organizations and job design

- Degrees of flexibility (quantitative and qualitative)

- Activities or tasks of the job (degrees of complexity)

- Mission, functions and requirements of the job

- Qualitative and quantitative assessment of the job position

### 3. Recruitment and selection

- Recruitment (internal and / or external) and selection

- Objectives and process of socialization

### 4. Training and development

- Identification of training needs

- Types of training (oriented to content and / or process, depending on location)

- Training planning

- Evaluation of training
- 5. Performance appraisal
- Objectives of the evaluation
- Evaluation systems (by factors and / or by objectives)
- Performance tracking
- 6. Compensation and career development
- Types of remuneration (direct or indirect, fixed or variable)
- Objectives of the remuneration policy (internal and external equity, individual performance, team and / or organization)
- Remuneration systems (degree of centralization and participation in salary decisions)
- Remuneration criteria (depending on the job and / or the individual)
- Remuneration tools (based on skills or observable individual performance, team or organization)

Annex. Digital management tools (SAP / others)

## Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Development on specific issues	17	0.68	
Theory sessions on general topics	32.5	1.3	
Type: Supervised			
Oral presentations of news and cases. Discussions and applications of concepts	25.5	1.02	
Type: Autonomous			
Studying of the class material and preparation and solution of exercises	70.5	2.82	

To achieve the objectives of this course the following teaching methods will be used:

### 1. Theoretical classes

The objective of the theoretical classes is to offer a vision of the management of human resources in which they consider the main strategic aspects and deepen in the understanding of the processes that are carried out in this area of the companies.

### 2. Presentation and discussion of cases

The purpose is to develop the necessary skills to apply the concepts acquired in specific situations.

### 3. Review of articles of economic disclosure and business management

The objective is to develop the skills of reflection and analysis on the most important current aspects in the management of human resources.

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
Final exam	40	2	0.08	1, 3, 2
Individual&Grupal assignments (readings, news, discussion, case study)+participation	30	1	0.04	1, 3, 2, 4, 5, 6
Midterm test	30	1.5	0.06	4

The evalutaion process has three main components:

- Continuous evaluation - 30% of the final grade. Activities of reading articles on human resources, cases and exercises and active participation in class debates. Development of a work on the theme of one of the points of the program with implications in an organization or group of organizations with local links. At the discretion of the teacher, these activities can be carried out individually or in groups. In the latter case, members of a group who do not prove sufficient participation will get a 0 in this part of the assessment.
- Partial liberatory examination (as long as the grade is greater than 4). 30% of the final grade
- Final Exam. The contents of the entire course (with the exception of the part of the partial exam for those who have obtained more than 4 in that test) in a written exam that will be done following the academic calendar that is provided by the Faculty of Economics and Business. This exam has a weight of 40% of the final grade.

Class attendance: Students may be assessed if they attend classes in person for at least 75% of the assigned hours. If they do not meet the minimum requirement, the grade on the assessment report will be NON-ASSESSABLE.

Assessable assignments: Students are required to complete the assessable assignments. If students have not participated in any of the course assessment activities, the grade on the assessment report will be NON-ASSESSABLE.

The subject is approved by means of the continuous evaluation with the obtaining of a final note of a minimum of 5 out of 10 applying the weightings of each of the evaluation activities, provided that the weighted average of the note the partial exam and the final exam is equal to or greater than 4 of a note out of 10. All students have the obligation to carry out the evaluable tasks. The student will be considered NON-EVALUABLE only when he has not participated in any of the evaluation activities of the course. Therefore, a student who performs some component of continuous evaluation can no longer be qualified as "not evaluable" To access the re-evaluation students must obtain an average minimum grade of all evaluation activities of 3.5 out of 10. To participate in the re-evaluation, the student must have been evaluated in a set of activities whose weight equals to a minimum of two thirds of the total grade of the subject. The final grade of the student who has presented to the re-evaluation will be that of the exam, being the 5 the maximum note in the case of passing it.

#### Calendar of evaluation activities

The dates of the evaluation activities (midterm exams, exercises in the classroom, assignments, ...) will be announced well in advance during the semester.

The date of the final exam is scheduled in the assessment calendar of the Faculty.

"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity." **Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB)**. Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an Application for exams' reschedule

[https://eformularis.uab.cat/group/deganat\\_feie/nou-reprogramacio-de-proves](https://eformularis.uab.cat/group/deganat_feie/nou-reprogramacio-de-proves)

#### Grade revision process

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

#### Retake Process

The teachers of the subject will decide the modality of this test. If the student's course grade is 5 or higher, the student passes the course and it cannot be subject to further evaluation. To access the re-evaluation students must obtain an average minimum grade of all evaluation activities equal to or greater than 3.5 out of 10 and lower 5. To participate in the re-evaluation, the student must have been evaluated in a set of activities whose weight equals to a minimum of two thirds of the total grade of the subject. When the grade of the re-evaluation test is equal to or greater than 5, the final grade of the subject will be PASS, with the maximum numerical grade being 5. When the grade of the re-evaluation test is less than 5, the final grade of the subject will be of FAIL being the numerical note the course note (and not the note of the re-evaluation test). In the case of a grade less than 3.5, the student must repeat the subject in the following course.

#### Irregularities in evaluation activities

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, "*in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0*". **Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations)**.

"This subject/module does not offer the option for comprehensive evaluation."

"For this subject, the use of Artificial Intelligence (AI) technologies is permitted exclusively in support tasks, such as bibliographic or information searches, text correction or translations, and activities where the teacher explicitly authorizes their use. The student must clearly identify which parts have been generated with this technology, specify the tools used and include a critical reflection on how these have influenced the process and the final result of the activity. The lack of transparency in the use of AI in this assessable activity will be considered a lack of academic honesty and may lead to a partial or total penalty in the grade of the activity, or greater sanctions in serious cases."

## Bibliography

Reccomended readings:

- GÓMEZ-MEJÍA, L.R.; BALKIN D.B.; CARDY, R.L.: "Gestión de Recursos Humanos". Prentice Hall. 8<sup>a</sup> ed. Madrid 2016. Last Edition Identified

link e-book: <https://elibro.net/es/ereader/uab/57154>

#### Other Readings

- DE LA CALLE DURÁN, Mª. C., ORTIZ DE URBINA CRIADO, M. "Fundamentos de recursos humanos". E. Pearson-Prentice Hall. 2018. Last Edition Identified
- DOLAN, S; SCHULLER, R; VALLE, R: La gestión de personas y del talento Mc. Graw Hill, Madrid, 2.014. Last Edition Identified

#### Software

Text editor and software for presentation

#### 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
(PAUL) Classroom practices	2	Catalan	first semester	morning-mixed
(PAUL) Classroom practices	4	English	first semester	morning-mixed
(PAUL) Classroom practices	52	Catalan	first semester	afternoon
(PAUL) Classroom practices	60	Catalan	first semester	morning-mixed
(TE) Theory	2	Catalan	first semester	morning-mixed
(TE) Theory	4	English	first semester	morning-mixed
(TE) Theory	52	Catalan	first semester	afternoon
(TE) Theory	60	Catalan	first semester	morning-mixed