

Processes 1. Workplace, Remuneration and Planning

2026/2027

Code: 43162

Credits: 6

Degree programme	Type	Course
Management of Human Resources in Organisations	OB	1

Contact lecturer

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Teaching staff

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Group languages

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

Prerequisites

There are no prerequisites.

Objectives

Objectives and contextualisation

This is the first of three modules that aim to explain the main processes involved in human resource management. Specifically, this module aims to present the initial planning processes and some of the useful support tools which can even condition the processes described in the following modules.

Upon completion of the module the student will be able to:

- Explain the importance of staff planning and the necessary management elements needed to put it into practice.
- Analyse, describe and evaluate the jobs within an organisation.
- Recognise the characteristics and elements of an organisation's remuneration system as well as its remuneration policy.

Learning outcomes

- CA04 (Plan the actions required for a job evaluation process in a large organisation.) Plan the actions

required for a job evaluation process in a large organisation.

- KA08 (Explain conclusions, motives and advanced supporting knowledge to specialised and non-specialised audiences in a clear, objective and unambiguous way.) Explain conclusions, motives and advanced supporting knowledge to specialised and non-specialised audiences in a clear, objective and unambiguous way.
- KA09 (Accurately describe the activities, position and requirements of each area.) Accurately describe the activities, position and requirements of each area.
- SA07 (Analyse the conditioning factors of HR planning in organisations of different sectors and dimensions.) Analyse the conditioning factors of HR planning in organisations of different sectors and dimensions.
- SA08 (Distinguish the requirements and limitations arising from the legal aspects relating to compensation and benefit systems.) Distinguish the requirements and limitations arising from the legal aspects relating to compensation and benefit systems.
- SA09 (Estimate the effects of compensation and benefit systems on worker motivation and satisfaction.) Estimate the effects of compensation and benefit systems on worker motivation and satisfaction.
- SA10 (Create procedures to plan HR in organisations of different types and dimensions.) Create procedures to plan HR in organisations of different types and dimensions.

Contents

1. The basics of people management

2. Staff planning and HR planning

- Definition, objectives and purposes of the planning
- Planning human resources: advantages and disadvantages
- Manpower planning
- Management of the staff budget

3. Job analysis

- Job position and organisational structure analysis
- Applications, procedures and information sources
- Description questionnaires focused on the job post
- The psychosocial and situational components of the job description Company culture and integration of people in organisations

4. Evaluation of the job posts

- Concept and purpose
- Evaluation methods
- Planning, implementation and execution of the evaluation of the posts
- Presentation and approval

5. Remuneration policies: Remuneration and benefits

- Strategic value of remuneration
- Approaches for establishing the remuneration policy
- Remuneration structure
- Intangible remuneration elements
- Benefits and flexible remuneration

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Reflection and case comments	5	0.2	
Carrying out concrete and cross-cutting activities	60	2.4	
Performing classroom activities	5	0.2	
Master class sessions	20	0.8	
Tutoring	0	0	
Reflection and assimilation of the learning performed. Search, select and review bibliography.	60	2.4	

Lectures. The presentation of the various topics will be done through lectures given by the teaching staff for this module.

Case presentations. Cases related to the various content topics will be analysed in the classroom to review practical actions of professionals and generate reflection and debate. Individual or group presentations on these cases will also be worked on.

Activities. Exercises and problem-solving activities will also be carried out which will allow students to solidify their knowledge and work on the competencies assigned to the module.

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	Weight	Hours	ECTS	Learning outcomes
Assignment 1: Description of the job	35%	0	0	CA04, KA09, SA10
Assignment 2c: Cross-sectional case 3	15%	0	0	SA10
Assignment 2b: Transversal case 2	30%	0	0	SA08, SA09
Assignment 2a: Transversal case 1	20%	0	0	KA08, SA07

Evidence 1. Description of the job position.

This evidence will have a weight of 35% in the final grade of the module.

It is an individual exercise that starts in the classroom as a practical activity and must be continued in order to obtain the T.P.D. corresponding to the job position analyzed with the group.

Evidence 2. Transversal case

This evidence will have a weight of 65% in the final grade of the module. It is composed by three evidences with different weights in the final grade of the same one

Exercise to be delivered in the virtual classroom.

In it, a case will be worked in a transversal way to put into practice and reflect on the different contents of the module.

*Each of the evidences will have a descriptive card with the instructions for its realization and elements that will be valued in it.

Unique assessment

Article 265. Avaluació única

2. La sol·licitud d'avaluació única suposa la renúncia a l'avaluació continuada, i implica el lliurament en una única data del nombre necessari d'evidències avaluadores per acreditar i garantir la consecució dels objectius i els resultats d'aprenentatge establerts en l'assignatura.

The single evaluation does not imply non-attendance to the face-to-face sessions. During the face-to-face sessions, activities that are necessary to satisfactorily complete the evaluation evidences can be carried out.

Students who choose the single evaluation option will present, once the module is finished, the same evidences foreseen for the continuous evaluation modality.

The same resit system as the continuous assessment will be applied.

Retakes

Students who have not reached the criteria established to pass the module and those who have been evaluated in a set of activities with a minimum weight of 2/3 of the total grade of the module will be eligible for recovery.

The minimum grade to be eligible for recovery is 3.5.

Evaluation Guidelines of the Faculty of Psychology:

https://www.uab.cat/doc/DOC_Pautes_Avaluacio_2023_2024

Bibliography

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Carretta, A. (1996). Aplicaciones en la planificación de recursos humanos. En *Las Competencias: Clave para una Gestión Integrada de los Recursos Humanos*. Bilbao: Ediciones Deusto, 47-74

Chiesa, V; Giglioli, E y Manzini, R (1999). *R&D corporate planning: Selecting the core technological competencies*. Technology Analysis & Strategic Management, Vol. 11, Nº 2

Equipo Vértice (2008). *Retribución de personal*. Málaga: Publicaciones Vértice

Espacio Formación, (aut.) (2007) *Manual de valoración y descripción de puestos de trabajo en la administración local*. Madrid: CEP, S.L.

Fernández-Ríos, M. (1995). *Análisis y descripción de puestos de trabajo*. Madrid: Díaz de Santos S.A., Ediciones.

Fernández-Ríos, M.; Sánchez, J. C. (1997). *Valoración de Puestos de Trabajo: fundamentos, métodos y ejercicios*. Madrid: Díaz de Santos S.A., Ediciones.

Gan, F. y Triginé, J. (2006). *Manual de instrumentos de gestión y desarrollo de las personas en las organizaciones*. Madrid: Díaz de Santos, S.A. Ediciones.

Labrado, M. (2000). *Misiones y responsabilidades de los puestos de trabajo*. Barcelona: Gestión 2000.

Nelson, B. (2005). *1001 formas de recompensar el trabajo bien hecho*. Madrid: Ed. Gestión 2000

Poels, F. (2001). *Estrategias de Valoración y Remuneración de Puestos de Trabajo*. Madrid: Fundación Confemetal.

Ridao, JM. (2009) *Economía de la empresa*. Sevilla: Algaida.

Saavedra, I. (1997). *Planificación y selección de recursos humanos*. Madrid: Pirámide.

Capital Humano (Review for the integration and development of human resources)

www.capitalhumano.es

Job Analysis Homepage from HR-Guide

www.job-analysis.net

Periódico on-line de recursos humanos

www.rrhhdigital.com/

Portal for human resources professionals

www.learningreview.com

Software

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Course groups and languages

The information provided is provisional until November 30. After this date, you will be able to consult the language of each group through this [link](#). To access the information, you will need to enter the course CODE

Type of teaching	Group	Language	Semester	Shift
(TEm) Theory (master)	1	Spanish	first semester	afternoon