

**COURSE DATA****DATA SUBJECT**

Code: 35859
Name: Human resource management tools
Cycle: Undergraduate Studies
ECTS Credits: 6
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Facultat d'Economia	4	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	Human resources strategy and management	ELECTIVES

COORDINATION

PARDO DEL VAL MANUELA

SUMMARY

In this course we will analyze and work on different tools for the successful management of human resources based on the general strategy of human resources management, which in turn accompanies the corporate and competitive strategy of the organization.

The program begins with an outline of the strategic role of people and continues by reviewing the most relevant functions of human resources management, with special emphasis on its practical application in organizations, paying attention to the current challenges of society and the business world, in particular digitalization, diversity and globalization.

PREVIOUS KNOWLEDGE**RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE**

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS



This course can be taken as a general elective, in which case it is not required to have taken any previous course.

If the student wishes this course to be considered part of the Human Resources Management Mention, the course Strategic Management of Human Resources must have been previously taken in year three.

COMPETENCES / LEARNING OUTCOMES

1313 - Degree in Business Management and Administration

Acquire interdisciplinary knowledge of the company and its social, economic, institutional and legal environment, and of the basic elements of the management process, such as organisation and administration, accounting, taxation, operations, human resources, marketing, financing and investment.

Be able to adapt to new situations.

Be able to apply economic principles for the diagnosis and resolution of social problems such as immigration, discrimination and others that affect society and the market.

Be able to apply labour standards to solve specific problems.

Be able to contribute positively to raising awareness of environmental and social issues and to overcoming all forms of discrimination, as essential factors for economic development and poverty alleviation.

Be able to design human resources strategies according to the needs of the company and the surrounding conditions, and to implement them effectively.

Be able to make decisions.

Be able to negotiate and reconcile interests effectively.

Be able to relate the different elements that interact in the decisions of individuals.

Be able to solve problems.

Be able to work in a team.

Have initiative and entrepreneurial spirit.

Have interpersonal skills.

Have organisation and planning skills.

Know the basic techniques, methods and instruments linked to behaviour analysis.

Know the functions, techniques, models and tools of human resources management and know how to apply them properly.

Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long



term.

Show commitment to ethics and social responsibility.

Show leadership and skills for mobilising the capacities of others.

DESCRIPTION OF CONTENTS

1. Human Resource Management

- 1.1. People as a source of competitive advantage
- 1.2. The company's strategy and the HR strategy
- 1.3. Information as a raw material for HR management
- 1.4. The responsibility of HR functions

2. HR planning and staffing tools

- 2.1. Planning
- 2.2. Recruitment
- 2.3. Selection
- 2.4. Onboarding

3. HR training and development tools

- 3.1. Training
- 3.2. Career development

4. Performance assessment tools

- 4.1. Approaches and methods
- 4.2. Feedback

5. Communication, motivation and leadership tools

- 5.1. Communication and teamwork
- 5.2. Motivation
- 5.3. Leadership

WORKLOAD

**PRESENCIAL ACTIVITIES**

Activity	Hours
Theory	30,00
Classroom practices	30,00
Total hours	60,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	30,00
Independent study and work	15,00
Preparation of lessons	30,00
Preparation for assessment activities	0,00
Resolution of case studies	15,00
Total hours	90,00

TEACHING METHODOLOGY

During the semester we will work with three formats:

- Lectures, in which the faculty will present the contents of the subject and, thanks to the interaction with the students, will focus on the most practical issues of HR management tools.
- Presentations by professionals, who will explain the use of human resources tools in their companies and institutions
- Exercises and case studies, focused on the HR management tools presented in the lectures.

Effective, responsible and ethical use of Artificial Intelligence will be encouraged, both in classroom and autonomous work, as long as the source and the parts of the work concerned are indicated in each case.

EVALUATION

The evaluation will be carried out both continuously and at the end of the semester, based on a varied set of evidences, in order to assess the expected learning outcomes and the development of the associated competencies:

1. Examination at the end of the semester (60% of the final grade).
2. Continuous assessment (40% of the final grade):
 - Completion of multiple choice tests, exercises, case studies, and/or presentations in public, individually and in teams (20%).
 - Active participation, critical interventions during the sessions and attitude in class (10%) (non recoverable).

In compliance with **article 6.9 of the Evaluation and Grading Regulations of the Universitat de València**,



practical classes in the classroom are compulsory. It will be considered that students have fulfilled this requirement if they have attended a minimum of 80% of these sessions and have adequately justified the impossibility of attending the remaining ones. If the attendance requirement is not met, the continuous evaluation will be null and void.

Exceptionally, if a student, with a justified reason, will not be able to attend classes regularly and wishes to be evaluated in the first call, he/she must contact the faculty BEFORE SEPTEMBER 30 in order to adjust his/her development of competencies to this reality based on an alternative methodology, presenting the justification that impedes him/her comply with the mandatory attendance..

In both calls, it is mandatory to pass the final exam to add the grade of the continuous assessment.

If a student doesn't pass the exam in the first call, but passes the continuous assessment, the grade of the continuous assessment will be kept for the second call.

If a student does not pass the continuous assessment in the first call, he/she will only be able to pass the course in the second call. To do so, he/she will have the chance to present the exercises and practical cases that the teaching staff has indicated for that circumstance on the day officially set by the Faculty of Economics for the exam of the second call, which he/she must sit. In addition, at the end of the general exam, the student will also be invited to take another exam to obtain the percentage of the grade corresponding to the tests that are part of the continuous assessment. The percentages assigned to the presentations in public, as well as the active participation, attitude and interventions in the classroom, are not recoverable.

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REFERENCES

- Dolan, Valle Cabrera, R., & López Cabrales, Á. (2022). *La gestión de personas y del talento: la gestión de los recursos humanos en el siglo XXI*. Madrid: McGraw-Hill.
- Gómez-Mejía, L. R. Balkin, D. B., & Cardy, R. L. (2016). *Gestión de recursos humanos*. Madrid: Pearson Educación.
- Aguirre Sánchez, M. Á. (2017). *Dirigir y motivar equipos*. Madrid: Pirámide.
- Briscoe, D.R., Tarique, I. & Schuler, R. S. (2022). *International human resource management: policies and practices for multinational enterprises*. Abingdon, Oxon: Routledge.
- Colquitt, J., LePine, J. A. & Wesson, M. J. (2019). *Organizational behavior: improving performance and commitment in the workplace*. New York, NY: McGraw-Hill Education.
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- Luna Arocas, R. (2018). Gestión del talento: de los recursos humanos a la dirección de personas basada en el talento DPT. Madrid: Ediciones Pirámide.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2022) Human Resource Management: Gaining a Competitive Advantage. New York: McGraw-Hill Education.