

**COURSE DATA****DATA SUBJECT****Code:** 43399**Name:** Human and organisational dimension of quality**Cycle:** Master's Degree**ECTS Credits:** 3**Academic year:** 2026-27**STUDY (S)**

Degree	Center	Acad. year	Period
2154 - Master's degree in Quality Management	Facultat d'Economia	1	Second quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2154 - Master's degree in Quality Management	Service quality	ELECTIVES

COORDINATION**SUMMARY**

Companies are increasingly aware of the importance of service quality to achieve and maintain a competitive advantage. In any activity there is an intangible component related to dealing with the client, advice on the use of the product, etc. To achieve this quality of service, every organization must promote an internal quality of service that optimizes the skills (knowledge, skills and behaviors) of employees, in order to achieve high levels of quality of service to external customers.

In this sense, attention to quality represents a change in the way of managing relationships with employees. In fact, the implementation of a quality management system often requires a cultural change in the organization, paying special attention to people, recognizing them and motivating them appropriately, granting them greater autonomy and guaranteeing their participation. That is why the practices related to the management of Human Resources (HR) - especially the so-called high-performance HR practices - play a fundamental role during the implementation of quality management in the company.

In accordance with the previous description, the fundamental purpose of this course is to introduce the student to the interaction between HR management and quality management.

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



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

OTHER REQUIREMENTS

COMPETENCES / LEARNING OUTCOMES

2154 - Master's degree in Quality Management

Aplicar el trabajo en equipo como mecanismo básico para la mejora continua del sistema de gestión de la calidad.

Be able to integrate new technologies in their professional and/or research work.

Capacidad para desarrollar una actitud de crítica constructiva y de mejora continua hacia las prácticas y el funcionamiento de la organización.

Capacidad para diseñar, implantar y mejorar continuamente un sistema de gestión de la calidad, ya sea en una empresa de producción como en una organización del sector servicios.

Construir e interpretar herramientas para la medición de la satisfacción del cliente de una organización.

Construir una actitud proactiva ante los posibles cambios que se produzcan en su labor profesional y/o investigadora.

Critically analyze both his/her work and that of the colleagues.

Identificar las políticas de RRHH que apoyen y faciliten el desarrollo de una cultura organizativa basada en la gestión de la calidad.

Know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

Know how to communicate your conclusions (and the underlying knowledge and reasons) to both specialist and non-specialist audiences in a clear and unambiguous way.

Know how to write and prepare presentations to present and defend them later.

Possess the learning skills that will allow them to continue studying in a way that will be largely self-directed or autonomous.

Saber identificar y traducir a especificaciones de producto o servicio, según el caso, las necesidades y expectativas de los clientes de una organización.

Saber trabajar en equipo con eficacia y eficiencia.

Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.

Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.



Students should possess and understand foundational knowledge that enables original thinking and research in the field.

To be able to integrate knowledge and face the complexity of formulating judgments from information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

DESCRIPTION OF CONTENTS

1. The role of people in service quality

Description of the involvement and commitment necessary from the employees, so that they contribute to an effective application of quality management.

2. High-performance HR practices aimed at improving competencies: Competency management

Analysis of competency management as a system to promote employees' knowledge, skills and attitudes necessary to optimize their workplace performance.

3. High-performance HR practices aimed at improving motivation, participation and communication

Study of high-performance HR practices related to performance appraisal, recognition, participation and communication.

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Tutorials	6,00
Theory	24,00
Total hours	30,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00



Preparation of lessons	0,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	0,00

TEACHING METHODOLOGY

The in-classroom development of the subject is structured in 6 sessions of 5 hours each, combining theoretical and practice on quality management..

EVALUATION

Students will be evaluated, on the one hand, through **continuous assessment** (carrying out activities proposed in the different sessions, individual or group deliverable activities, presentations in class, etc.) and, on the other hand, through a **final written test** (examination).

Each part (continuous assessment and final test) **counts 50% for the calculation of the final grade** for the subject, and **must be passed separately** (obtaining a minimum of 2.5 points out of 5) in order to qualify for a final pass grade (minimum of 5 points out of 10). If applicable, the continuous assessment grade is kept for the second call of the same academic year.

REFERENCES

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- Blanco, A. (2007). Trabajadores Competentes. Introducción y reflexiones sobre la gestión de recursos humanos por competencias, Esic Editorial, Madrid. - Fernández, J. (2005): Gestión por competencias. Prentice Hall, Madrid. - Gómez-Mejía, L.R., Balkin, D. y Cardy, R. (2016). Gestión de Recursos Humanos. (8ª Eedición). Anaya. - Luna-Arocas, R. (2018). Gestión del Talento. De los recursos humanos a la dirección de personas basada en el talento (DPT). Pirámide., Madrid. - Navarro, M.J. (2010). La función de la gestión de recursos humanos en un contexto de gestión de la calidad. Ediciones K&L, Granada. - Rábago, E. (2010). Gestión por competencias. Ed. Netbiblo, Madrid. - Senlle, A. (2010). Gestión Estratégica de RRHH para la calidad y la excelencia. AENOR, Madrid.