## IDENTIFYING DATA
## Management of People: Organization and Functions

| | | | | | |
|---|---|---|---|---|---|
| Subject | Management of People: Organization and Functions | | | | |
| Code | P07G095V01205 | | | | |
| Study programme | Grado en Dirección y Gestión Pública | | | | |
| Descriptors | ECTS Credits | | Choose | Year | Quadmester |
| | 6 | | Mandatory | 2nd | 1st |
| Teaching language | #EnglishFriendly Spanish Galician | | | | |
| Department | | | | | |
| Coordinator | García-Pintos Escuder, Adela | | | | |
| Lecturers | García-Pintos Escuder, Adela | | | | |
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| Web | | | | | |
| General description | A greater concern for the optimal use of public funds, as well as a stronger focus of public administrations on serving citizens, indicates the increasing presence of human resource management techniques inspired by the private sector within public organizations. The changes primarily involve recognizing that employment and compensation practices, work methods, employee attitudes, and other aspects of personnel management directly influence the efficiency and effectiveness of public administrations. Therefore, the program presented below aims to contribute (or at least present) the instruments that can be applied in such organizations.<br><br>English Friendly subject:<br>International students may request from the teachers: a) resources and bibliographic references in English, b) tutoring sessions in English, c) exams and assessments in English. | | | | |

## Training and Learning Results

| Code | |
|---|---|
| A2 | Students will be able to apply their knowledge and skills in their professional practice or vocation and they will show they have the required expertise through the construction and discussion of arguments and the resolution of problems within the relevant area of study. |
| A3 | Students will be able to gather and interpret relevant data (normally within their field of study) that will allow them to have a reflection-based considered opinion on important issues of social, scientific and ethical nature. |
| A4 | Students will be able to present information, ideas, problems and solutions both to specialist and non-specialist audiences. |
| A5 | Students will acquire the learning skills that are required to pursue further studies with a high degree of independence. |
| B1 | Analysis, synthesis, problem-solving, decision-making, information- and time-management skills. |
| B2 | Organizing and planning their own professional careers in the best possible way. |
| B4 | Commitment to ethical values and public service vocation. |
| B5 | Critical thinking skills. |
| B6 | To put their knowledge on public management and administration into practice. |
| C7 | To design and implement mechanisms for the management of human resources in organizations. |
| D1 | To identify the meaning of, and to put into practice, gender perspectives in the different areas of knowledge and in one[]s professional practice, with the aim of contributing to the achievement of fairness and equality in society at large. |
| D2 | To be able to communicate, both orally and in writing, in the two official languages (Spanish and Galician) and in a foreign language. |
| D4 | To master the specific ICT techniques in their respective academic and professional fields. |
| D5 | To acquire independent learning skills. |
| D6 | To acquire independent learning skills. |

## Expected results from this subject

| Expected results from this subject | Training and Learning Results |
|---|---|
| Students will be able to apply their knowledge and skills in their professional practice or vocation and they will show they have the required expertise through the construction and discussion of arguments and the resolution of problems within the relevant area of study | A2 |
| Students will be able to gather and interpret relevant data (normally within their field of study) that will allow them to have a reflection-based considered opinion on important issues of social, scientific and ethical nature. | A3 |
| Students will be able to present information, ideas, problems and solutions both to specialist and non-specialist audiences. | A4 |
| Students will acquire the learning skills that are required to pursue further studies with a high degree of independence. | A5 |
| Analysis, synthesis, problem-solving, decision-making, information- and time-management skills. | B1 |
| Organizing and planning their own professional careers in the best possible way | B2 |
| Commitment to ethical values and public service vocation. | B4 |
| Critical thinking skills. | B5 |
| To put their knowledge on public management and administration into practice. | B6 |
| To design and implement mechanisms for the management of human resources in organizations. | C7 |
| To identify the meaning of, and to put into practice, gender perspectives in the different areas of knowledge and in one□s professional practice, with the aim of contributing to the achievement of fairness and equality in society at large. | D1 |
| To be able to communicate, both orally and in writing, in the two official languages (Spanish and Galician) and in a foreign language. | D2 |
| To master the specific ICT techniques in their respective academic and professional fields. | D4 |
| To acquire independent learning skills. | D5 |
| Ability to adapt to new situations. | D6 |

## Contents

| Topic | |
|---|---|
| 1. Strategic management of human resources | 1.1. Introduction<br>1.2. Importance of the strategic management of human resources<br>1.3. Evolution of the strategic management of human resources<br>1.4. Strategic management of human resources: steps |
| 2. Analysis and description of work | 2.1. Introduction<br>2.2. Analysis and description of work<br>2.3. Plan of performance for the analysis and description of work<br>2.4. How obtain the information of work?<br>2.5. Description of work<br>2.6. Specifications of work<br>2.7. Main utilities |
| 3. Planning of human resources | 3.1. Introduction<br>3.2. Optimisation of the staff<br>3.3. Process of strategic planning of human resources<br>3.4. Flexibility in the place of work |
| 4. Contracting of personnel | 4.1. Introduction<br>4.2. Recruitment<br>4.2. Selection of personnel<br>4.3. Process of integration: socialisation |
| 5. Professional careers planning | 5.1. Introduction<br>5.2. Process of professional careers planning |
| 6. Assessment of work | 6.1. Introduction<br>6.2. Aims<br>6.3. Technicians of assessment of work |
| 7. Performance management | 7.1. Introduction<br>7.2. Phases of the performances management and evaluation system<br>7.3. Participants in the process<br>7.4. Technicians of performance evaluation<br>7.5. Biases<br>7.6. Performance management |
| 9. Reward management | 9.1. Introduction<br>9.2. General principles of reward management<br>9.3. Aims of reward management<br>9.4. Reward management design |
| 9. Training management | 9.1 Introduction<br>9.2. Basic principles of training<br>9.3. Types of training<br>9.4. Training planning |

## Planning

|  | Class hours | Hours outside the classroom | Total hours |
|---|---|---|---|
| Lecturing | 15 | 40 | 55 |
| Programmed instruction | 0 | 57 | 57 |
| Self-assessment | 0 | 5 | 5 |
| Objective questions exam | 1 | 10 | 11 |
| Objective questions exam | 1 | 10 | 11 |
| Objective questions exam | 1 | 10 | 11 |

*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

## Methodologies

|  | Description |
|---|---|
| Lecturing | Presentation by the professor on the Remote Campus of the contents of the subject matter under study. |
| Programmed instruction | Scheduling of the teaching-learning process through educational materials uploaded to the virtual space of the subject (Moovi). |

## Personalized assistance

| Methodologies | Description |
|---|---|
| Lecturing | The students will be able to resolve doubts related to any aspect of the subject, as well as receive attention for their needs and inquiries related to study and/or topics linked to the discipline, providing them with guidance, support, and motivation in the learning process. The tutorials will be conducted through telematic means (remote campus, doubt forums in Moovi). The tutorial schedule can be consulted at the following link: https://www.uvigo.gal/es/universidad/administracion-personal/pdi/adela-garcia-pintos-escuder |
| Programmed instruction | Personalized attention to students during tutorial hours for the resolution of their doubts. |

| Tests | Description |
|---|---|
| Self-assessment | Personalized attention to students during tutorial hours for the resolution of their doubts |
| Objective questions exam | Personalized attention to students during tutorial hours for the resolution of their doubts |
| Objective questions exam | Personalized attention to students during tutorial hours for the resolution of their doubts |
| Objective questions exam | Personalized attention to students during tutorial hours for the resolution of their doubts |

## Assessment

| | Description | Qualification | Training and Learning Results | | |
|---|---|---|---|---|---|
| Self-assessment | It will evaluate the realisation of the distinct activities of self-assessment programmed in the platform Moovi. It does not admit the delivery by any another half. | 10 | A2 A3 | B1 B4 B6 | D5 |
| Objective questions exam | Test of short questions and/or multiple choice questions that will be conducted during the course. The date will be communicated through Moovi and will take place during class hours. | 30 | A2 A3 A4 A5 | B1 B2 B4 B5 B6 | C7 | D1 D2 D4 D6 |
| Objective questions exam | Test of short questions and/or multiple choice questions that will be conducted during the course. The date will be communicated through Moovi and will take place during class hours. | 30 | A2 A3 A4 A5 | B1 B2 B4 B5 B6 | C7 | D1 D2 D4 D6 |
| Objective questions exam | Test of short questions and/or multiple-choice questions that will be conducted at the end of the course | 30 | A2 A3 A4 A5 | B1 B2 B4 B5 B6 | C7 | D1 D2 D4 D6 |

## Other comments on the Evaluation

**CHOICE OF EVALUATION MODE**

Students can choose between two evaluation modes: **continuous assessment** or **global assessment**. By default, continuous assessment is applied. If they opt for global assessment, they must follow the procedure and deadline established by the institution. Choosing global assessment implies waiving the right to be evaluated through continuous assessment activities that remain, as well as any qualifications obtained up to that point in any previously completed tests.

## CONTINUOUS ASSESSMENT

This system applies to students who do not explicitly waive continuous assessment. The following assessments will take place during the course:

1. **Self-assessment (10%)**: Various self-assessment activities scheduled on the Moovi platform for each subject topic.
2. **Objective Question Exam 1 (30%)**: Conducted during the semester, within class hours. The date will be communicated via Moovi.
3. **Objective Question Exam 2 (30%)**: Conducted during the semester, within class hours. The date will be communicated via Moovi.
4. **Objective Question Exam 3 (30%)**: Held on the same day as the official global assessment date for the first opportunity.

In the second opportunity for assessment, there will be a single exam that may include short questions and/or a multiple-choice questionnaire. The maximum grade achievable in this exam is 10 points. The grades from self-assessment and previous assessments during the course will not be considered.

## GLOBAL ASSESSMENT

If students explicitly waive continuous assessment, they will be evaluated through a single exam that constitutes 100% of the subject grade. The dates and times for global assessment (first and second opportunities) are specified in the assessment calendar approved by the Faculty Board for the 2024/25 academic year. In case of conflicts or discrepancies between exam dates, those published on the faculty□s website will prevail.

## NOT PRESENTED

Students who do not participate in continuous assessment or global assessment will be recorded as □not presented.□

## FUTURE COURSES

If the subject is not passed in the 2024-25 academic year, students must retake it according to the current course□s syllabus, without retaining any grades obtained in the present course.

## RECOMMENDATIONS

Detailed information about assessment tests, formats, extensions, assessment rubrics, and submission channels will be provided through the Moovi platform. It is the student□s responsibility to stay informed and collect specific and complementary information necessary to pass the subject. Students are advised to consider the regulations regarding the use of illicit means in assessments.

https://secretaria.uvigo.gal/uv/web/normativa/public/show/565

| Sources of information |
| --- |
| **Basic Bibliography** |
| Fernández Sánchez, E. y Junquera Cimadevilla, B., **Iniciación a los recursos humanos.**, Septem Ediciomes, 2013 |
| Gómez-Mejía, L. R., Balkin, D. B. & Cardy, R. L., **Managing Human Resources**, 7, Pearson, 2013 |
| Gómez-Mejía, L. R., Balkin, D. B. y Cardy, R. L., **Gestión de recursos humanos.**, Prentice-Hall, 2019 |
| **Complementary Bibliography** |

Delgado, M. I.; Gómez, L.; Romero, A. M. y Vázquez, E, **Gestión de recursos humanos del análisis teórico a la solución práctica**, Pearson, 2006

Hatry, George, **Gestión de RRHH 2.0 : la revolución de la inteligencia artificial en la gestión de los recursos humanos de las empresas**, , Torrazza Piemonte TO, Italy, 2024

Rubió Sanchez, T., **Recursos humanos: dirección y gestión de personas en las organizaciones.**, Ediciones Octaedro, SL., 2016

Silva González, M.M. et al., **Las Relaciones humanas en la empresa**, Paraninfo, 2008

Velando Rodríguez, M. Elena, **Manual Práctico de Planificación de Necesidades de Recursos Humanos : ejercicios comentados de planificación cuantitativa de corto y largo plazo**, 2020

## Recommendations

### Subjects that continue the syllabus

Management of Human Resources: Lists of Posts and Multilevel Public-Sector Job Offers/P07G095V01206

## Other comments

The information on the evaluation tests, their format, length, evaluation rubric and delivery channels will be detailed through the Moovi platform. It is the responsibility of the student to be attentive to the information uploaded and collect the specific and complementary information that is necessary to pass the subject.

Students are recommended to take into account Title VII (On the use of illegal means), of the Regulations on the Evaluation, qualification and quality of teaching and the student learning process: https://secretaria.uvigo.gal/uv/web/regulations/public/show/565)

It will be a necessary requirement for the development of the subject that the professor can have an updated PHOTOGRAPH of the students that must be uploaded to the platform at the beginning of the course, and always before 30th September
The sole purpose of processing this data is so that the teacher can verify the identity of the students enrolled in it.
The basis of legitimacy for the treatment of this data is carried out in application of the provisions of article 6.1y) of the RXPD in which the treatment is necessary for the exercise of public powers conferred on the person responsible for the treatment based on article 9 of the Law 39/2015, of October 1, of the common administrative procedure of public administrations and in article 25.7 of RD 1791/2010, of December 30, for which the University Student Statute is approved.
Access to the image and personal data of the students is only allowed to the teaching staff of each subject to carry out the academic activities indicated in this teaching guide and they will not be used or disclosed for any other purpose, having to observe the corresponding duty of confidentiality of the same.
More information: https://www.uvigo.gal/proteccion-datos