

TEACHING GUIDE

HUMAN RESOURCES ORGANIZATION AND MANAGEMENT

GRADO EN TURISMO (INGLÉS)

ACADEMIC YEAR 2026-27

Publication date: 02-07-2026



I.-Subject Identification

Type	OBLIGATORIA
Teaching period	3 course, 2Q semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

In this course, an introduction to the study of human resources in tourism enterprises is provided, examining and analyzing the common objectives, policies, and key processes carried out by the human resources department. Additionally, some techniques and systems for human resource management are also studied.

III.-Learning outcomes

CG11. Creativity
CG14. Leadership
CG16. Critical reasoning.
CE22. Management of different types of tourism organisations.
CE28. Tourism organisation human resources planning and management.

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.



IV.-Contents

IV.A.-Syllabus

Thematic unit	Topic	Sections
Introduction	Topic 1. Human Resources Management.	1. HR in the company. 2. Management of HR. 3. New trends in HR Management.
I. Basic HR processes.	Topic 2. Job analysis	1. Concept of Job analysis 2. Job analysis process 3. Job description and specification 4. Job design and redesign 5. New trends in job analysis
	Topic 3. HR Planning	1. HR planning. 2. The HR planning process. 3. HR information systems.
II. Afection and development processes.	Topic 4. Recruitment.	1. Concept and process of recruitment 2. Sources and methods of recruitment 3. New trends in recruiting
	Topic 5. Selection and socialization	1. Concept and process of selection 2. Tools and sources for selection 3. New trends in selection 4. The onboarding process 5. Hiring in the tourism industry
III.- Training and development processes	Topic 6. Training in HR	1. HR training and development 2. Training programs 3. New trends in training
	Topic 7. Professional career management	1. Concept of professional career 2. Professional career management 3. New trends in career management
III.-Performance evaluation, appraisal, remuneration and reward processes.	Topic 8. Performance evaluation and appraisal.	1. Performance evaluation and appraisal 2. Performance appraisal process 3. Performance management and improvement 4. New trends in performance appraisal
	Topic 9. Compensation management.	1. Compensation in the company. 2. Compensation management. 3. New trends in compensation systems
IV. Sustractive processes	Topic 10. Sustractive processes	1. Sustractive processes 2. Voluntary job termination 3. Layoffs 4. Outplacement.

IV.B.-Training activities

Type	Title
Theoretical sessions	Masterclasses



Group work	Group projects
Individual work	Practices, exercises, presentations, and other activities
Test and/or exams	Tests

V.-Student workload	
Theoretical sessions	32
Resolution of exercises, problems, case studies, etc.	26
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	2
Academic tutorials	44
Related activities: conferences, seminars, etc.	4
Preparation of theoretical sessions and self-study	28
Preparation of practical tasks, exercises, case studies, projects, etc.	24
Preparation for tests and/or exams	20
Total student workload	180

VI.-Methodology and academic programme		
Type	Period	Content
Theoretical sessions	Week 1 to Week 14	Theoretical classes of the teacher: Classes will have a theoretical-practical approach. The teacher will explain the main theoretical contents of each topic.
Tests and/or exams	Week 15 to Week 15	Final Test.
Group work	Week 4 to Week 15	Conducting a group project on a company's HR process and presenting it. Students are required to work in groups to prepare the project and present it during class. The professor will monitor the progress of each project and encourage participation, as well as open, critical, and constructive debate among the rest of the students. Active student participation will be positively evaluated.



Individual work	Week 2 to Week 14	Completion of practical exercises, presentations, and other activities as indicated by the professor. The classes will have a theoretical-practical approach; therefore, once the theoretical content is presented, practical activities will be conducted, such as solving and developing case studies, reading assignments in class, and more
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VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.

All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.

The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).

Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.

The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities

The subject is evaluated based on a continuous evaluation system.

I. REGULAR EVALUATION

- **Practices:** These will account for 40% (4 points) of the total course grade. The grade for these practices is cumulative. The instructor will explain at the beginning of the semester the practices to be carried out during the course, which are nonreassessable. They are not re-assessable during the extraordinary evaluation period since they were corrected and discussed during the semester. * Practical activities will not be accepted after the set deadline, and practical activities performed in class cannot be submitted on a different day.

- **Exam:** It will account for 60% (6 points) of the total course grade and will consist of an exam with theoretical and practical content. The test is reassessable, and the minimum required score for this test, in total, is 3 points out of 6.

Description of the evaluation tests and their weighting

Evaluation system	Evaluation activity	Weighting	Revaluable in extraordinary	Minimum grade	Contents	Date
1S-6A y 2S-6B Theoretical and/or practical written test in person	Theoretical and/or practical written test in person	60%	Yes	5	The entire syllabus of the course	Official examination date
1S-6A Online theoretical and/or practical test	On-line practices (problems, case studies or tests through the virtual platform).	40%	No	NO (Accumulative)	The entire syllabus of the course	To be designated by the teacher during the school term.

Calculation of the final or overall mark

The marks generated by students during the teaching period will form part of their assessment in both the ordinary and extraordinary exams. In order to pass the course, students must obtain a final overall grade equal to or higher than 5, as long as they pass the minimum marks for each activity.

Extraordinary call

Students who have not passed the assessment in its ordinary mode or who have not presented themselves may sit the revaluable exams in the extraordinary exam session in person.

Advance call

In accordance with the Procedure for the advance call for the end of degree (https://www.urjc.es/images/Universidad/Presentacion/normativa/Procedimiento_extraordinario_para_la_finalizacion_de_estudios_de_grado.pdf), the evaluation procedure may be adapted to suit the characteristics of the advanced call. Once the student has been notified of the authorisation for the assessment in the advanced session, the lecturer will inform the student, through the Virtual Classroom, about the adaptation of the assessment system that is appropriate in each case. As a general rule, a 100% weighted exam will be required to be taken in person.

Other comments or clarifications

- **SPELLING AND EXPRESSION** - The marking of written tests includes aspects such as spelling and university expression. Each teacher will determine the correction criteria.

- **UNIVERSITY PAPERS:** They must be original. When fragments from other sources are used, they must be cited. They must not be used indiscriminately. Your teacher will be able to guide you in this respect and will determine the correction criteria. Remember: plagiarism is a crime. Plagiarism and/or copying of any of the exercises or the written test will result in the failure of that activity/test.

In accordance with article 8.g) of the Rey Juan Carlos University Coexistence Regulations (<https://www.urjc.es/images/Universidad/Presentacion/normativa/normativa%20convivencia%20universitaria.pdf>), academic fraud in any assessment activity is considered a very serious offence. The sanctions corresponding to very serious misconduct, according to article 11 of the aforementioned regulations, are temporary expulsion from the University, and the loss of enrolment rights, if applicable.



VII.B. Assessment of students with academic exemption from class attendance

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.

Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.



VIII.-Teaching resources and materials

Basic bibliography

Armstrong, M. and Taylor, S. (2020) "Armstrong's Handbook of Human Resource Management Practice". Kogan Page 15th Ed. Online resources.

Clardy, A. (1994) "50 Case studies for management and supervisory training". HRD Press, Estados Unidos.

De la Calle Durán, M.C. and Ortiz de Urbina Criado, M. (2018). Editorial: Pearson, Madrid. 3rd Ed.
<http://www.pearson.es/delacalleortizdeurbina/index.asp>

Gómez-Mejía, L.R.; Balkin, D.B.; Cardy. (2012). "Managing Human Resources". Pearson Education. 7th Ed.

García Isa, I. (2013). Gestión de Recursos Humanos en Empresas Turísticas. Ed. Paraninfo.

Consultation bibliography

Bach, S. (Ed.) (2005). "Managing human resources: personnel management in transition". Blackwell Publishing Ltd, United Kingdom.

Sharma, D. (2020). "How to recruit, incentivize and retain Millennials". SAGE Publications Pvt. Ltd

Tyson, S. (2015). "Essentials of Human Resources Management". Routledge, UK. 6th Ed.
<https://open.lib.umn.edu/humanresourcemanagement/>

IX.-Professors

Name and surname	CARMEN DE PABLOS HEREDERO
E-mail address	carmen.depablos@urjc.es
Department	Economía de la Empresa (ADO), Economía Aplicada II y Fundamentos Análisis Económico
Campus	Madrid - Vicálvaro
Category	Catedrático/a de Universidad
Academic degree	Doctor
Person responsible for the subject	No
Tutorial timetable	Para consultar las tutorías póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	6
Number of sexennia	4
No. of positive evaluations by Docencia	6
Name and surname	KASRA KHALILIADL
E-mail address	kasra.khaliliadl@urjc.es
Campus	Madrid - Vicálvaro
Category	Investigador



Person responsible for the subject	No
Tutorial timetable	Para consultar las tutorías póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	0
Number of sexennia	0
No. of positive evaluations by Docentia	0