## Learning outcomes in the field of human resource management in business



administration studies in the context of implementation of European Qualifications Framework (EQF) - examples from University of Valencia, Spain, and University of Dubrovnik, Croatia

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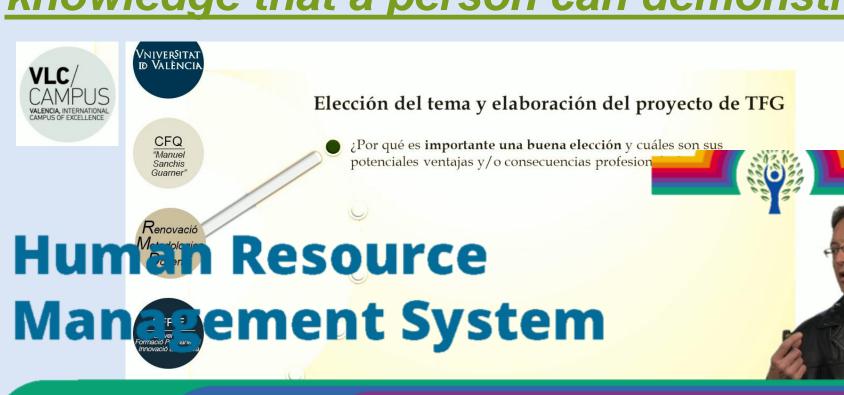
### Purpose of research project:

A multidisciplinary approach using human resource management, a critical factor for company's competitiveness and key competencies in labour market, comparison of mutual alignment of competencies acquired in individual courses in Economics and Business Administration, and Business Economics studies, horizontally and vertically.

# Method used: Comparison by "alignment" in both universities

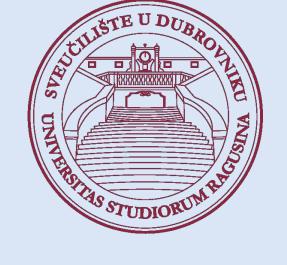
Learning outcomes and study contents must constantly adapt to socio-economic changes. The Bologna Declaration, with introduction of national qualifications frameworks comparable to the EHEA (European Higher Education Area and Bologna Process), define learning outcomes for all three cycles according to Dublin descriptors and quality assurance in accordance with European quality standards (Standards and Guidelines for Quality Assurance in European Higher Education).

Higher Education has looked towards the acquisition of knowledge and competences (the "learning outcome") instead of focusing on study programs and teaching hours. This implies a "paradigm shift", from teaching to learning, from the program to the "learner", from post-secondary education to lifelong learning (Lifelong Learning or LLL), from the formative itinerary to their achievements and from "diplomas" to "qualifications" (type and level of the set of competencies and knowledge that a person can demonstrate).



## Human Resource

Management





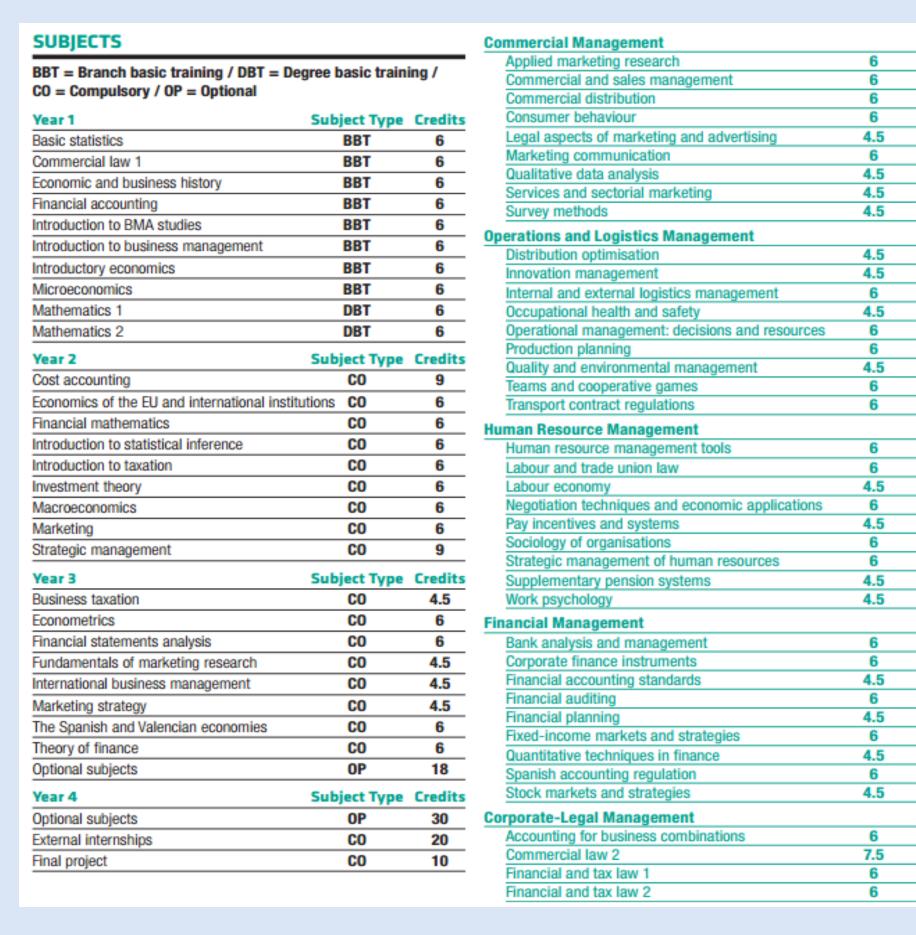
HRM key elements for comparison:

- Evaluation of *learning outcomes* of Human Resource Management courses and related on examples of the Faculty of Economics (*University of Valencia*) and Department of Economics and Business Economics (*University of Dubrovnik*).
- Significant learning that learners have achieved, and can be demonstrated at the end of a course or program; some may have many outcomes, other may have more complex outcomes more demanded.
- The significance of *Human Resources Management (HRM)* is that it reflects the ability of achieving positive results and its capacity to attract and retain a stable, qualified workforce, making it the greatest asset for the economy and future goals.

#### **Human Resource Management** Payroll and Manager **Self Service** Management (ESS & MSS) **News Letters** / Opinion Polls& Management Events Human Resource **Employee** Training Suggestion Management Management System Organization Insurance Survey Management Management Policies & Performance Forms Management Publishing Organization Change Management

### Relevant learning outcomes needs:

- There are differences between the learning outcomes and connections with other courses that are part of the curriculum of the study programme of the analysed universities which is the proof of heterogeneity of the study programmes between different countries and universities in the European Union.
- Research carried out for Croatian University
  of Dubrovnik set in the context of the
  CROQF (Croatian qualifications framework)
  and is compared to the results of the
  ECONQUAL project aimed at "contributing
  to the process of redefining and reviewing
  learning outcomes relevant to changes in
  the social, political, economic and
  technological environment". ECONQUAL
  project was a necessary step towards
  creating a sustainable higher education
  system in the field of economics to the
  satisfaction of employers, students and
  higher education teachers.



PROFILE GUIDE: Business Management and Administration graduates. In the third academic year, students have to choose one of the six available academic pathways or specialties. Each academic pathway has 48 optional credits.

# A contribution to the analysis study programs of *Economics and Business Economics*

An effort to better compatibility among the study programs of Economics and Business Economics in the country and abroad. Students must have developed learning skills needed to undertake further study with a high degree of autonomy, content is indirectly related to the course Human Resource Management.

## Real needs of employability & Basic Competences

It has been emphasized the necessity of deeper insight and holistic approach to human resource management issues in organizations, basic competences and employability, especially in the context of relevant contemporary socio-economic developments.

This is a first step for further research that could focus on the real needs from basic competences: impact, role of professionals, market value of competences, and implications for globalization; and may also be aimed at further research on the logical and substantive connectivity of the study programs studied at the two universities examined. It will be interesting to include in future research more universities from different countries of the European Union and make the comparison.