



## Information about the subject

**Degree:** Bachelor of Science Degree in Business Administration and Management

**Faculty:** Faculty of Legal, Economic and Social Sciences

**Code:** 300303 **Name:** Human resources management

**Credits:** 6,00 **ECTS Year:** 3 **Semester:** 1

**Module:** Business Management and Organization

**Subject Matter:** Estrategia y Dirección General **Type:** Compulsory

**Department:** Economics, Business Management, and Marketing

**Type of learning:** Classroom-based learning / Online

**Languages in which it is taught:** English, Spanish

### Lecturer/-s:

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## Module organization

### Business Management and Organization

Subject Matter	ECTS	Subject	ECTS	Year/semester
Estrategia y Dirección General	24,00	Entrepreneurship and Business Initiative	6,00	4/1
		Human resources management	6,00	3/1
		Strategic Management and Company Policy	6,00	4/1
		Strategies for Business Growth	6,00	3, 4/2
Gestión de Empresas	18,00	Creativity and Management of Innovation	6,00	3/2
		Quality and Environment Management	6,00	3/1
		Social Responsibility of Company	6,00	4/2
Empresa	12,00	Business Organisation and Management	6,00	2/2
		Fundamentals of Business Management	6,00	1/1

## Recommended knowledge

There are no prior knowledge requirements, although it is advisable to have previously taken the subjects "Fundamentals of Business Management" and "Business Organization and Management" taught in the first and second year of the degree.



## Learning outcomes

At the end of the course, the student must be able to prove that he/she has acquired the following learning outcomes:

- R1 Manejo fluido de los conceptos y términos adecuados en el área de conocimiento de dirección de personas.
- R2 Capacidad de análisis y diagnóstico de situaciones empresariales relacionadas con la dirección y organización de empresas, especialmente en lo relacionado con la dirección de personas.
- R3 Resolver problemas relacionados con la gestión y dirección de personas.
- R4 Exponer oralmente los resultados del análisis y diagnóstico de los problemas, así como las soluciones que se proponen.
- R5 Plasmar por escrito los resultados de análisis, diagnóstico y soluciones a los problemas de forma clara y precisa.
- R6 Trabajar en grupo fomentando la obtención de sinergias y la orientación a resultados.

## Competencies

Depending on the learning outcomes, the competencies to which the subject contributes are (please score from 1 to 4, being 4 the highest score):

	Weighting			
	1	2	3	4



## Assessment system for the acquisition of competencies and grading system

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R5	20,00%	Objective Tests
R1, R2, R3, R4, R5, R6	25,00%	Completion of Theoretical-Practical Activities
R1, R4, R6	5,00%	Class Attendance and Participation
R1, R2, R3, R5	50,00%	Final Exam
R1, R2, R3, R4, R5, R6	5,00%	Participation in Synchronous Communication Activities
R1, R2, R3, R4, R5, R6	25,00%	Deliverable Activities
R1, R2, R3	15,00%	Periodic Evaluations Through Online Questionnaires
R1, R2, R4	5,00%	Participation in Discussion Forums
R1, R2, R3, R5	50,00%	Final evaluation with essay questions and practical scenarios (In-person activity)

### Observations

The final exam must be passed in order to be considered in the final grade average. If not passed, the grade to be published will be 50% of the exam grade.

Theoretical-practical activities must be submitted within the indicated deadlines. This does not exempt the student from the obligation to carry out the activities and submit them in the recovery period.

The minimum mandatory attendance to take the final exam will be 80%.

According to article 9 of the General Regulations for Evaluation and Grading of Official Teachings and Own Degrees of the UCV, the continuous evaluation system is the preferred evaluation system at the UCV. Article 10 allows, however, for those students who, in a justified and accredited manner, state their inability to attend in person - or to synchronous communication activities for virtual and/or hybrid teaching modalities -, their extraordinary evaluation in the so-called single evaluation. This single evaluation must be requested within the first month of each semester to the Dean's Office of the Faculty through the Vice-Deans or Master's Directors, who are responsible for



the express decision on the admission of said request from the student concerned.

For this subject, the evidence to be presented and/or the test/s to be carried out in the single evaluation by the student are established as follows:

65% FINAL EXAM

35% DELIVERY OF THEORETICAL-PRACTICAL ACTIVITIES AND ORAL PRESENTATION OF THE SAME

The mention of "Matrícula de Honor" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is less

## CLASS ATTENDANCE IN FACE-TO-FACE DEGREES

In accordance with the development guidelines of the General Regulations for the Evaluation and Qualification of Official Teachings and Own Degrees of the UCV, in face-to-face degrees, class attendance with a minimum of 80% of the sessions of each subject will be required as a requirement to be evaluated. This means that, if a student does not attend the sessions of each subject, in a percentage greater than 20%, he/she will not be able to be evaluated, neither in the first nor in the second call, unless the person responsible for the subject, with the approval of the person responsible for degree, in view of duly justified exceptional circumstances, exempt from the minimum attendance percentage. The same criterion will be applicable for hybrid or virtual degrees in which teachers must maintain the same percentage in the requirement of "presence" in the different training activities, if any, even if these are carried out in virtual environments.

## MENTION OF DISTINCTION:

The mention of "Honors" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is lower.

## Learning activities

The following methodologies will be used so that the students can achieve the learning outcomes of the subject:

- M1 Lecture of contents by the teacher, analysis of competencies, explanation, and demonstration of abilities, skills, and knowledge in the classroom.
- M3 Supervised group work sessions led by the teacher. Study of economic-business cases, both real and fictitious. Meaningful construction of knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M4 Supervised monographic sessions with shared participation.



- M5 Application of interdisciplinary knowledge.
- M6 Personalized and small-group attention. Instruction and/or guidance period conducted by a tutor with the aim of reviewing and discussing materials and topics presented in classes, seminars, readings, completion of assignments, etc.
- M7 Set of oral and/or written tests used in the initial, formative, or summative assessment of the student.
- M8 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.
- M9 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.
- M10 Presentation of content by the teacher, analysis of competencies, explanation, and demonstration of skills, abilities, and knowledge in the virtual classroom.
- M11 Group work sessions via moderated chat led by the teacher. Study of economic-business cases, both real and fictitious, to construct knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M12 Monographic sessions throughout the course, focused on current aspects and applications of the subject.
- M13 Set of tests, written or oral, used in the initial, formative, or summative assessment of the student.
- M14 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for discussion or submission in electronic format.
- M15 Individual attention for monitoring and guidance of the learning process, conducted by a tutor with the objective of reviewing and discussing materials, topics, seminars, readings, completion of assignments, etc.
- M16 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for dissemination or submission.
- M17 Participation and contributions to discussion forums related to the subject, moderated by the course instructor.



M18 Problem-solving, comments, reports, to be submitted at deadlines throughout the course.





## IN-CLASS LEARNING

### IN-CLASS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
On-campus Class M1, M7, M9	R1, R2, R3, R4, R5	23,00	0,92
Practical Class M3, M8	R1, R2, R3, R4, R5, R6	15,00	0,60
Seminar M4	R1, R2	5,00	0,20
Group Project Presentation M3, M8, M9	R4, R5, R6	6,00	0,24
Tutoring M6	R3	6,00	0,24
Evaluation M7	R1, R2, R3, R4, R5, R6	5,00	0,20
<b>TOTAL</b>		<b>60,00</b>	<b>2,40</b>

### LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work M8	R1, R2, R3, R4, R5, R6	30,00	1,20
Individual Work M9	R1, R2, R3, R4, R5	60,00	2,40
<b>TOTAL</b>		<b>90,00</b>	<b>3,60</b>





## ON-LINE LEARNING

### SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session M10	R1, R2, R3	4,00	0,16
Synchronous Virtual Practical Session M11, M13	R1, R2, R3, R4, R5, R6	4,00	0,16
Synchronous Virtual Seminar and Videoconference M12	R1, R2, R3, R5	2,00	0,08
In-person Assessment M13	R1, R2, R3, R5	2,00	0,08
<b>TOTAL</b>		<b>12,00</b>	<b>0,48</b>

### ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Tutoring M15	R1, R2, R3, R4	5,00	0,20
Discussion Forums M17	R1, R5, R6	3,00	0,12
Continuous Assessment Activities M13	R1, R2, R3, R5	40,00	1,60
Group Work M11, M16	R1, R2, R3, R4, R5, R6	10,00	0,40
Individual Work M14, M18	R1, R2, R3, R4, R5	80,00	3,20
<b>TOTAL</b>		<b>138,00</b>	<b>5,52</b>



## Description of the contents

Description of the necessary contents to acquire the learning outcomes.

### Theoretical contents:

Content block	Contents
Performance appraisal	The performance appraisal process. The performance appraisal and improvement interview
Job analysis and description	Job analysis, phases in the process. Job description and specifications. Job design
Recruitment, selection and onboarding	Strategic HR planning. Tool for recruiting and selecting staff. The selection interview. Hiring in the company. The orientation phase
Training and career development plans	Diagnosis of training needs. Training versus development. Management of the training process; design and implementation of programs; control and evaluation. Professional career development.
International Human Resources Management	Definition of expatriate. Approaches to expatriation. Process of internationalization of the company. Phases of internationalization. Policies for hiring international positions. Management of cultural differences in expatriates.
Performance Appraisal	The performance appraisal process. The performance appraisal and improvement interview
Remuneration policies	Remuneration concepts. Remuneration policies as motivation systems. Remuneration policy design process. Salary structure, payroll and costs.
Development of internal relations	Organizational culture and climate. Definition and development of internal communications in organizations. Employee recognition programs



Managing job disruptions

Causes for termination of the employment relationship.  
Redundancy compensation. Managing job disruptions.  
Outplacement

## Temporary organization of learning:

Block of content	Number of sessions	Hours
Performance appraisal	3,00	6,00
Job analysis and description	3,00	6,00
Recruitment, selection and onboarding	4,00	8,00
Training and career development plans	3,00	6,00
International Human Resources Management	3,00	6,00
Performance Appraisal	4,00	8,00
Remuneration policies	3,00	6,00
Development of internal relations	4,00	8,00
Managing job disruptions	3,00	6,00



## References

Gómez-Mejía, L.; Balkin, D. y Cardy, R. (2004): *Dirección y Gestión de Recursos Humanos* (3ª Ed.), Prentice Hall, Madrid

De la Calle, M.C. y Ortiz de Urbina, M. (2004): *Fundamentos de RRHH*. Prentice Hall, Madrid

French, R., & Rees, G. (Eds.). (2016). *Leading, managing and developing people*. Kogan Page Publishers.

COVEY, Stephen R.; COVEY, Sean. *The 7 habits of highly effective people*. Simon & Schuster, 2020.

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.

Goerlich Peset, J.M. (dir) (2024) *Derecho del Trabajo*. Tirant lo Blanch, Valencia