



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: Management and Business Organisation

Subject Matter: Strategic Management **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

Management and Business Organisation

Subject Matter	ECTS	Subject	ECTS	Year/semester
Strategic Management	24,00	Business Growth Strategies	6,00	4/2
		Entrepreneurship and Business Development	6,00	3, 4/1
		Human Resources Management	6,00	3/1
		Strategic BusinessManagement	6,00	4/1
Business Management	18,00	Corporate Social Responsibility	6,00	4/2
		Creativity and Innovation Management	6,00	3/2
		Quality Management and Environment Impact	6,00	3/1
Business	12,00	Introduction to Management	6,00	1/1
		Organisational Behaviour	6,00	2/2

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 Demonstrate possession and understanding of knowledge in a field of study that builds upon general secondary education, typically reaching a level supported by advanced textbooks and including aspects that involve knowledge from the forefront of the field. [RAB1]
- R2 Apply their knowledge correctly to their work or vocation in a professional manner and be able to develop and defend arguments and solve problems within their field of study. [RAB2]
- R3 Be able to gather and interpret relevant data (usually within their field of study) to make judgments that include reflections on relevant social, scientific, or ethical issues. [RAB3]
- R4 Be able to convey information, ideas, problems, and solutions to both specialized and non-specialized audiences in both Spanish and English. [RAB4]
- R5 Demonstrate a high degree of autonomy in learning. [RAB5]
- R6 Develop theoretical-practical responses based on the sincere pursuit of complete truth and the integration of all dimensions of the human being in the face of life's big questions. [RAT1]
- R7 Apply the principles derived from the concept of integral ecology in their proposals or actions, regardless of the scope, area of knowledge, or contexts in which they are proposed. [RAT2]
- R8 Respect and implement the ethical principles and action proposals derived from the Sustainable Development Goals, transferring them to all academic and professional activities. [RAT3]
- R9 Be able to make decisions autonomously, responsibly, and based on reason. [RAG2]
- R10 Be able to generate and develop new ideas and original, innovative solutions for the problems and challenges that arise in their field of study and professional environment, demonstrating initiative, flexibility, and critical thinking. [RAG3]
- R11 Be able to relate to and collaborate with others in a respectful, empathetic, and assertive manner, recognizing and valuing different disciplines, diversity, and interculturality, and managing conflicts that may arise constructively. [RAG7]



R12 Be able to act with confidence and self-esteem in their field of study and professional environment, taking on the challenges and responsibilities that arise, and making autonomous and informed decisions. [RAG8]

R13 Demonstrate commitment, responsibility, and ethics in their academic and professional environment, respecting human rights, democratic principles, the environment, and legality, assuming the consequences of their actions, and promoting equal opportunities and accessibility between men and women. [RAG9]

R14 Be able to identify and describe the constitutive aspects of an organization (such as its goals and objectives, ownership, size, culture, structure, technology, etc.) and relate them to its operation and adaptation to the environment. [RAE2]

R15 Be able to integrate and apply the knowledge from the different disciplines that make up the field of business administration and management (such as economics, accounting, finance, marketing, organization, etc.), to perform a comprehensive and strategic analysis of a company, defining the criteria that characterize and differentiate it from others, and linking the results with the analysis of the environment in which it operates. [RAE3]

R16 Be able to understand existing technology and new technologies that affect the field of business administration and management, as well as evaluate their impact on the creation, development, and competitiveness of new or future markets. [RAE4]

R17 Be able to integrate and manage a company, organization, or functional area, understanding its competitive and institutional positioning in the market and environment, and identifying its strengths and weaknesses, as well as the threats and opportunities it faces, to improve its performance and sustainability. [RAE6]

R18 Be able to diagnose the current situation and the foreseeable evolution of a company based on accounting records, financial information, and cost data, and to make an assessment of its economic and financial health and sustainability. [RAE8]



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):

BASIC	Weighting			
	1	2	3	4
RAB5. Demonstrate a high degree of autonomy in learning.				✗
RAG7. Be able to relate to and collaborate with others in a respectful, empathetic, and assertive manner, recognizing and valuing different disciplines, diversity, and interculturality, and managing conflicts that may arise constructively.				✗
GENERAL				Weighting
				1 2 3 4
RAB2. Apply their knowledge correctly to their work or vocation in a professional manner and be able to develop and defend arguments and solve problems within their field of study.				✗
RAB3. Be able to gather and interpret relevant data (usually within their field of study) to make judgments that include reflections on relevant social, scientific, or ethical issues.				✗
RAB4. Be able to convey information, ideas, problems, and solutions to both specialized and non-specialized audiences in both Spanish and English.				✗
RAE3. Be able to integrate and apply the knowledge from the different disciplines that make up the field of business administration and management (such as economics, accounting, finance, marketing, organization, etc.), to perform a comprehensive and strategic analysis of a company, defining the criteria that characterize and differentiate it from others, and linking the results with the analysis of the environment in which it operates.				✗



RAE4. Be able to understand existing technology and new technologies that affect the field of business administration and management, as well as evaluate their impact on the creation, development, and competitiveness of new or future markets.	X
RAE6. Be able to integrate and manage a company, organization, or functional area, understanding its competitive and institutional positioning in the market and environment, and identifying its strengths and weaknesses, as well as the threats and opportunities it faces, to improve its performance and sustainability.	X
RAE8. Be able to diagnose the current situation and the foreseeable evolution of a company based on accounting records, financial information, and cost data, and to make an assessment of its economic and financial health and sustainability.	X
RAG2. Be able to make decisions autonomously, responsibly, and based on reason.	X
RAG3. Be able to generate and develop new ideas and original, innovative solutions for the problems and challenges that arise in their field of study and professional environment, demonstrating initiative, flexibility, and critical thinking.	X
RAG8. Be able to act with confidence and self-esteem in their field of study and professional environment, taking on the challenges and responsibilities that arise, and making autonomous and informed decisions.	X
RAG9. Demonstrate commitment, responsibility, and ethics in their academic and professional environment, respecting human rights, democratic principles, the environment, and legality, assuming the consequences of their actions, and promoting equal opportunities and accessibility between men and women.	X
RAT1. Develop theoretical-practical responses based on the sincere pursuit of complete truth and the integration of all dimensions of the human being in the face of life's big questions.	X
RAT2. Apply the principles derived from the concept of integral ecology in their proposals or actions, regardless of the scope, area of knowledge, or contexts in which they are proposed.	X
RAT3. Respect and implement the ethical principles and action proposals derived from the Sustainable Development Goals, transferring them to all academic and professional activities.	X



SPECIFIC	Weighting			
	1	2	3	4
RAB1. Demonstrate possession and understanding of knowledge in a field of study that builds upon general secondary education, typically reaching a level supported by advanced textbooks and including aspects that involve knowledge from the forefront of the field.				x
RAE2. Be able to identify and describe the constitutive aspects of an organization (such as its goals and objectives, ownership, size, culture, structure, technology, etc.), and relate them to its operation and adaptation to the environment.				x



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.

The theoretical and practical activities of the course must be submitted within the indicated deadlines. In the second chance, the final exam will include an oral section on the submitted activities.

ON THE UNIQUE ASSESSMENT

In accordance with the General Regulations for the Evaluation and Grading of Official Courses and UCV's Own Degrees, the unique assessment is linked to the impossibility of attending class by students enrolled in a degree. It is, therefore, an extraordinary and exceptional evaluation system that may be opted for by those students who, in a justified and accredited manner, cannot submit to the continuous evaluation system, and who request it from the professor in charge of the subject, who will expressly decide on the admission of the student's request for a unique assessment and will communicate the acceptance/denial to the student. In the People Management course, students must attend at least 70% of the sessions.



The unique assessment, both in the first and second chance, will consist of the final exam, which will account for 75% of the grade, along with the completion of all theoretical and practical activities, which must be submitted in a timely manner and will account for 25% of the final grade. In the second chance, the final exam will include an oral section on the submitted activities.

ON THE USE OF ARTIFICIAL INTELLIGENCE (AI)

The use of any type of AI is not permitted in theoretical or practical activities or any type of assessment test, unless specifically directed by the responsible instructor.

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.
- M9 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.



M10 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.

M11 Presentation of content by the teacher, analysis of competencies, explanation, and demonstration of skills, abilities, and knowledge in the virtual classroom.

M12 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.

M13 Monographic sessions throughout the course, focused on current aspects and applications of the subject.

M14 Problem-solving, comments, reports, to be submitted at deadlines throughout the course.

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 Participation and contributions to discussion forums related to the subject, moderated by the course instructor.

M17 Set of tests, written or oral, used in the initial, formative, or summative assessment of the student.

M19 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for dissemination or submission.

M20 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for discussion or submission in electronic format.



IN-CLASS LEARNING

IN-CLASS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
On-campus Class M1, M5	R2, R3, R5, R10, R13, R17	23,00	0,92
Practical Class M3, M4, M5	R2, R3, R5, R10, R13, R17	15,00	0,60
Seminar M3, M9	R2, R3, R5, R10, R13, R16, R17	5,00	0,20
Group Project Presentation M3	R2, R3, R10, R17	6,00	0,24
Tutoring M6	R17	6,00	0,24
Evaluation M7	R2, R3, R5, R10, R12, R17	5,00	0,20
TOTAL		60,00	2,40

LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work M3, M6	R17	30,00	1,20
Individual Work M10	R2, R17	60,00	2,40
TOTAL		90,00	3,60



ON-LINE LEARNING

SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session M11	R1, R2, R3, R4, R5, R6	4,00	0,16
Synchronous Virtual Practical Session M12, M17	R1, R2, R3, R4, R5, R6	4,00	0,16
Synchronous Virtual Seminar and Videoconference M13	R2, R4, R5, R16	2,00	0,08
In-person Assessment M17	R1, R2, R3, R5, R6	2,00	0,08
Group Work M12, M19	R1, R2, R3, R4, R5, R6	10,00	0,40
Individual Work M14, M20	R1, R2, R3, R4, R5	80,00	3,20
TOTAL		102,00	4,08

ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Tutoring M15	R1, R2, R3, R4	5,00	0,20
Discussion Forums M16	R1, R4, R5	3,00	0,12
Continuous Assessment Activities M17	R1, R2, R3, R5	40,00	1,60
TOTAL		48,00	1,92



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* (3^a Ed.), Prentice Hall, Madrid

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

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

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Martínez, A., & Sánchez, J. (2022). Dirección de personas: Gestión estratégica del talento humano. Ediciones Pirámide.

Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2009). El rol de RRHH: De la gestión de personas a la gestión del talento. Ediciones Granica.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Fundamentos de gestión del capital humano. McGraw-Hill.