

**1. General information****Course:** BUSINESS STRATEGY AND HUMAN RESOURCE MANAGEMENT**Code:** 54311**Type:** CORE COURSE**ECTS credits:** 9**Degree:** 329 - UNDERGRADUATE DEGREE PROGRAMME IN BUSINESS MANAGEMENT AND ADMINISTRATION (TA)**Academic year:** 2023-24**Center:** 15 - FACULTY OF SOCIAL SCIENCES AND INFORMATION TECHNOLOGIES**Group(s):** 60**Year:** 2**Duration:** AN**Main language:** Spanish**Second language:** English**Use of additional languages:****English Friendly:** Y**Web site:****Bilingual:** N**Lecturer:** MARIA BELEN RUIZ SANCHEZ - Group(s): 60

Building/Office	Department	Phone number	Email	Office hours
Facultad de Ciencias Sociales y Tecnologías de la Información/Despacho 2.3	ADMINISTRACIÓN DE EMPRESAS	926051424	belen.ruiz@uclm.es	First term: Tuesday (17:00-18:00 & 19:00-20:00) and Wednesday (10:00-14:00). Second term: Wednesday (17:00-20:00) y Thursday (12:00-14:00 y 15:00-16:00)

2. Pre-Requisites

No previous requirements have been established for this subject. Nevertheless, it is highly recommended to have passed the subject of Introduction to Management. In addition, the student must be familiar with the use of technological tools, the search for information and the use of the Moodle platform (Virtual Campus).

3. Justification in the curriculum, relation to other subjects and to the profession

This subject is part of the module 5 of Business Organization.

The annual subject introduces the student during the first semester in the organizational field of the company with the intention of analyzing organizational structures, designs, theories and systems to organize processes. In the second semester, it analyzes the direction of human resources, seeking to offer a broad vision of the main concepts and essential techniques to manage the personnel of a company in a way that contributes to the achievement of the organizational objectives.

The basic justification of the knowledge imparted in this subject starts from analyzing the companies from both an economic dimension (as a system of allocation of resources in the market) and organizational dimension (as a system of interrelated elements with a final objective). The management of any company requires making compatible both dimensions, making decisions based on the appropriate economic calculation, but without forgetting the integrated functioning of the organization, paying special attention to its human elements. Once the economic aspects have been addressed in other subjects of the previous course, the subject "Business Organization and Human Resources Management" aims to develop the necessary skills to approach the company from an organizational perspective and thus optimize its internal design, serving both variables structural (differentiation and integration) as well as to behavioral processes (individual and collective). So, this subject together with the Introduction to Management marks the pillars to understand other subjects of the Study Plan, such as Strategic Management, Development Strategies or Operations Management.

4. Degree competences achieved in this course**Course competences**

Code	Description
E02	Develop and enhance entrepreneurship, adaptability to change and creativity in any functional area of a company or organization.
E03	Develop and enhance the ability to establish the planning and organization of any task in a company with the ultimate goal of helping make business decisions.
E04	Incorporate the ability to integrate into any functional area of a business or organization to perform and be able to lead any given task.
E10	Understand how people behave within organizations to manage individuals and workgroups from a human resources perspective.
G01	Possession of the skills needed for continuous, self-led, independent learning, which will allow students to develop the learning abilities needed to undertake further study with a high degree of independence.
G02	Ability to understand the ethical responsibility and the code of ethics of professionals working in the field of economics. To know and apply the legislation and recognition of human rights and questions of gender equality.
G03	Develop oral and written communication skills in order to prepare reports, research projects and business projects and defend them before any commission or group of professionals (specialised or non-specialised) in more than one language, by collecting relevant evidence and interpreting it appropriately so as to reach conclusions.
G05	Capacity for teamwork, to lead, direct, plan and supervise multidisciplinary and multicultural teams in both national and international environments so as to create synergies which benefit organisations.

5. Objectives or Learning Outcomes**Course learning outcomes****Description**

Exercise leadership and self-criticism.

Assume social and ethical responsibilities in business decision-making.

Know the theories and organizational models of companies from structural and behavioral perspectives to ensure their effective and efficient functioning, paying special attention to human aspects in organizations.

Listen, negotiate, convince and defend arguments both in oral and writing ways.

Understand diversity in terms of people and cultures.

6. Units / Contents

Unit 1: ORGANIZATION THEORIES

Unit 2: ORGANIZATION DESIGN

Unit 3: CONTEXT OF ORGANIZATION'S DESIGN

Unit 4: ORGANIZATION STRUCTURES

Unit 5: NEW ORGANIZATIONAL STRUCTURES

Unit 6: ORGANIZATIONAL BEHAVIOUR

Unit 7: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT

Unit 8: PLANNING, ANALYSIS AND HUMAN RESOURCES DESIGN

Unit 9: RECRUITMENT, SELECTION AND SOCIALIZATION

Unit 10: TRAINING AND CAREERS, DEVELOPMENT

Unit 11: MOTIVATION, LEADERSHIP AND INDIVIDUAL BEHAVIOUR

Unit 12: PERFORMANCE EVALUATION AND WAGE POLICY

7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (theory) [ON-SITE]	Lectures	E02 E03 E04 E10 G02	2	50	N	-	Lectures
Class Attendance (practical) [ON-SITE]	Problem solving and exercises	E03 E10 G01 G05	1	25	N	-	Lectures
Study and Exam Preparation [OFF-SITE]	Self-study	E10 G01 G02 G03	4.8	120	N	-	This activity consists of the preparation of classes, assignments and practicals by the student.
Problem solving and/or case studies [ON-SITE]	Assessment tests	E03 E04 E10 G01 G02	0.52	13	Y	N	This activity consists of solving cases, exercises, practicals, seminars, lectures, readings, videos or critical commentaries.
Final test [ON-SITE]	Assessment tests	E03 E04 E10 G01 G02	0.08	2	Y	Y	The student must have a minimum level established by the teacher in order to be able to make an average with the continuous assessment activities and thus be able to pass the course.
Writing of reports or projects [OFF-SITE]	Cooperative / Collaborative Learning	E02 E10 G05	0.6	15	N	-	Team works
Total:			9	225			
Total credits of in-class work: 3.6			Total class time hours: 90				
Total credits of out of class work: 5.4			Total hours of out of class work: 135				

As: Assessable training activity

Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

8. Evaluation criteria and Grading System

Evaluation System	Continuous assessment	Non-continuous evaluation*	Description
Final test	70.00%	100.00%	There will be an objective final exam that may include test questions.
Theoretical papers assessment	30.00%	0.00%	Team works, individual works, resolution of practices. To add this mark it is necessary to get at least a 4 out of 10 in the final test.
Total:	100.00%	100.00%	

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject, an ordinary and an extraordinary one (evaluating 100% of the competences).

Evaluation criteria for the final exam:

Continuous assessment:

Students must complete individual or group cases within the classroom and solve and present the cases and applications raised through the Moodle system on the dates established on the platform itself.

Non-continuous evaluation:

Those students who cannot access continuous assessment will be assessed through a final exam.

Students who wish to opt for this option must inform the teacher before the end of the classes period.

Specifications for the resit/retake exam:

The same evaluation criteria of the ordinary call.

Specifications for the second resit / retake exam:

The evaluation system is unique and consists of a special exam equivalent to 100% of the final grade.

9. Assignments, course calendar and important dates	
Not related to the syllabus/contents	
Hours	hours
Class Attendance (theory) [PRESENCIAL][Lectures]	25
Class Attendance (practical) [PRESENCIAL][Problem solving and exercises]	120
Study and Exam Preparation [AUTÓNOMA][Self-study]	50
Problem solving and/or case studies [PRESENCIAL][Assessment tests]	13
Final test [PRESENCIAL][Assessment tests]	2
Writing of reports or projects [AUTÓNOMA][Cooperative / Collaborative Learning]	15
Global activity	
Activities	hours
Study and Exam Preparation [AUTÓNOMA][Self-study]	50
Class Attendance (theory) [PRESENCIAL][Lectures]	25
Class Attendance (practical) [PRESENCIAL][Problem solving and exercises]	120
Problem solving and/or case studies [PRESENCIAL][Assessment tests]	13
Final test [PRESENCIAL][Assessment tests]	2
Writing of reports or projects [AUTÓNOMA][Cooperative / Collaborative Learning]	15
Total horas: 225	

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
De Juana-Espinosa, S. et al., (Eds.).	Human Resource Management in the Digital Economy: Creating Synergy between Competency Models and Information	IGI Global	United States		2012	
Guarnizo, J.V: (dir)	Organización y Dirección de Empresas	Bremen	Toledo		2005	
Galán Zazo, J.I.	Diseño Organizativo	Thomson		84-9732-516-8	2006	
García-Tenorio Ronda, J.	Organización y Dirección de Empresas	Thomson Paraninfo	Madrid	84-9732-456-0	2006	
Guarnizo, J.V. (dir.)	Dirección Estrategica de Recursos Humanos	Bremen	Toledo	978-84-691-1760-6	2008	
Gómez-Mejía, L.R.	Dirección y Gestión de Recursos Humanos	Prentice Hall	Madrid	978-84-205-4356-7	2006	
Hernández Perlínes, F. (Coord.)	Organización de Empresas y Dirección de Recursos Humanos	Salix	Toldeo		2012	
Hernández-Ortiz, M.L.	Casos prácticos de Administración y Organización de Empresas	Pirámide		978-84-368-1508-5	2008	
Lorenzo Hernández, Lidia	Administración y Dirección de Recursos Humanos II: Casos prácticos	K&L		978-84-15001-31-7	2010	
Mintzberg, H	La Estructuración de las Organizaciones	Ariel Economía	Barcelona		2009	
Wagner, J.A. y Hollenbeck, J.A.	Comportamiento Organizativo	Thomson		84-9732-245-2	2004	
Werther, Davis and Guzman	Administración de Recursos Humanos	Mc Graw Hill	Mexico	978-607-15-1076-1	2008	
Jones, G.R.	Teoría Organizacional: diseño y cambio en las organizaciones	PEARSON	Mexico	978-607-32-2117-7	2013	
Daft, R.L; Murphy, J; Willmot, H.	Organization: Theory and Design	South-Western. Cengage Learning	United Kingdom	978-1-84480-990-5	2007	