

INTERNATIONAL MANAGEMENT OF HUMAN RESOURCES

COURSE: THIRD

SEMESTER: FIRST

TYPE: OBLIGATORY

CREDITS: 6

LANGUAGE: ENGLISH

PROFESSOR: [CARLOS GIL](#)

OBJECTIVES:

The study of International Human Resource Management is multidisciplinary drawing upon the ideas from business strategy, psychology, sociology, history, economy, industrial and international relations. This course provides a challenging and up-to-date approach to critical debates in international HRM, drawing on conceptual research from a wide range of countries. The course covers all major aspects of international human resource management.

The aims of this course are to:

Give students knowledge of the main terms and key definitions applied;

Present students and introduction to the basic elements of International Human Resource Management;

Develop students' ability to synthesize, analyze and critically evaluate HR policies and practices, contemporary phenomena and principle subjects implicated;

Give students a better understanding of IHRM and relevant HRM techniques in a way that it will help them as practitioners, to overcome ethical and professional issues at different managerial levels;

Create a global and strategic mindset and to develop sensitivity to learning from other cultures;

Examine and evaluate human resource policies in different parts of the world and its peculiarities in order to broaden students' international panoramic sense;

Develop international managers, skilled in interpersonal and cross-cultural communication, and capable of effective communication of all stakeholders of the company;

Build an appreciation in students of the need to continuously develop skills and knowledge throughout their careers.

COMPETENCES:

GENERAL

G1 - Observe and taking a global (overhead) vision, plan, organize and manage activities in the field of entrepreneurship and in the business sphere.

G2 - Act proactively, generate ideas, implement initiatives and certain organizational change, as well as demonstrate predisposition to a geographical mobility.

G3 - Capacities for empathy, adapting, work and manage in an international and multicultural, interdisciplinary and competitive team. Exploration of social networking and collaboration: use and application of the terms.

G4 - Develop notions, moral and ethical compromise in the field of entrepreneurship and in the business sphere including topics of gender, environment and company's security.

G5 - Improvement their written and oral communication skills in English.

G6 - Search and use new sources of information, apply quality criteria and quantity (numerical) aspects at decision-making.

BASICS

CB2 - Students must know how to apply gained knowledge to the future job or commitments in a professional manner and have skills that can be demonstrated by the elaboration and defense of arguments and problem-solving during a study process.

CB4 - Students must be able to transmit information, ideas, problems and solutions to specialized and non- specialized public.

TRANSVERSAL

T3 - Interact in global and international aspects in order to identify needs and new realities that can enhance students' present and future professional development, making them able to adapt and manage themselves in professional process and future investigations.

T4 - Show abilities and certain professional experience to be prepared for the future career in a complex, multidisciplinary environment, on- site or virtual with the use of new communication and information technologies (TICs).

T5 - Exercise an active citizenship and personal responsibility for compromise democratic values, sustainability, design worldwide starting from learning practice, work and social inclusion.

T6 - Implement effectively different types of communication (verbal, written and nonverbal) at very high standard in mother tongue and in foreign languages (form, content and use).

T7 - Convert the students as the major players in their own education process in view of their personal and professional improvement, getting a better education in order to help them to live and to learn in the context of linguistic diversity, various social, cultural, economic realities.

SPECIFIC

E8 - Identify an economic, cultural, political, legal, demographic, technological environment that can represent opportunities and threats or impact on the viability of negotiations.

E10 - Activity management and decision-making in different functional areas of the organization.

E12 - Apply different communication and negotiation techniques, depending on your business partner and his role. Knowing how to set goals and objectives, define outcome in the communication or negotiation activities.

E13 - Understand the role of culture in international business and propose solutions to the concrete problems in managing people in the workplace.

LEARNING RESULTS:

R1 - Exposes correctly the techniques for the international Human resources management (performance appraisal, job descriptions, training and development and international rewards)

R2 - Understand and apply recruitment techniques and strategic talent management, correctly implement a talent search program at the multinational companies, observe and respect fundamental rights of the individual.

R3 - Understand a nature of the expatriation and its impact on a Human Resource Management.

R4 - Use of proper terminology, expressions and language both in verbal and non-verbal interactions in a professional and personal context in English, Spanish and Catalan.

CONTENTS:

SUBJECT PROGRAM

LESSON 1. - Introduction to HRM (Human resources management). 1.1) what is HRM?

- 1.2) History of HRM: from Personnel administration to Happiness Management.
- 1.3) HRM post-Covid

LESSON 2. - HRM today.

- 2.1) Functions in modern companies today.
- 2.2) Position in Org Chart.
- 2.3) HR managers profile.

LESSON 3.-Key concepts

- 3.1) Motivation & Engagement: theories and importance of this concept.
- 3.2) Leadership theories

LESSON 4. - Introduction to International HRM (IHRM)

- 4.1) Definition of IHRM
- 4.2) Globalization (Technology, cross-cultural management and European Union).
- 4.3) Local HRM vs. International HRM
- 4.4) Influences in a Multinational Company.
- 4.5) Types of multinational companies.

LESSON 5. - Global HR processes (1/5)

- 5.1) Transnational internal communication.
- 5.2) International HR Administration /Shared services.
- 5.3) International Recruitment.
- 5.4) Employer Branding

LESSON 6. - Global HR processes (2/5)

- 6.1) Mission, Vision and company values.
- 6.2) Global Code of conduct.
- 6.3) Employee Handbook
- 6.4) Time Flexibility & work-life Balance.

LESSON 7. - Global HR processes (3/5)

- 7.1) Manage expatriates.
- 7.2) International Industrial relations.
- 7.3) International Performance management.

LESSON 8. - Global HR processes (4/5)

- 8.1) International Training & Development.
- 8.2) International Talent Management.
- 8.3) Managing diversity across the world.

LESSON 9. - Global HR processes (5/5)

- 9.1) International Rewards (Comp & Bens)
- 9.2) IHRM in merges & acquisitions or crisis (Collective redundancies).

LESSON 10. - Trends and future challenges in IHRM. 10.1) HR Analytics: Big data as a strategic HR tool

EVALUATION SYSTEM:

Examinations, Research Paper, Presentation and Job description are mandatory.

- **ONE EXAMINATION PAPER** held during the course on the content of the subjects taught - Pass mark: 40% from 100% or 4 PTS over 10 PTS;
Weight: 40 %

Date: 14th January 2021, 18:00 h

Complementary: 3rd February 2021, 15:30 h

Model: 2 long questions: two cases where the students has to apply the theory (5 points each)

- **JOB DESCRIPTION:** 10 % (1 point): Make a single job description of one of the next positions:

Global Finance
Manager Global HR
Manager
EMEA Sales Manager

No more than 4 pages, including the questions bellow.

Furthermore, the student will answer these two questions:

- 1) Which are, in your opinion, the 5 most important competences for the best performance in this job? And why?
- 2) If you were the responsible for this recruitment process: Which five key questions will you ask to the candidate?

Deadline: 5th November 2020, 11:59 pm

- **TEAMWORK PRESENTATION:** students will be devised into groups (4/5 in each group). 20 % (two points); Each group will do a presentation about one of the next topics:

Recruitment

Compensation & benefits
(rewards) Performance
management.

Expatriates

Flexibility at work.

Each individual member of each group will talk around 7-8 minutes. They will simulate to be the HR department in a multinational company that wants to introduce a global policy about the topics above and try to convince the leadership managers that it is the best way to work. The multinational company operates in 30 countries around the world.

The final note in this topic will be linked to the presentation document itself (teamwork. 1 point) and the individual speech: 1 point. (Having in mind always the individual time limitation of 7-8 minutes).

The groups shall upload their PowerPoint file in the system.

Dates: 7th and 13th January 2020.

- RESEARCH PAPER (Between 2,000 and 2,500 words): 20% of the final note (2 points). The student must choose one of these items:

Differences between local and International HRM.

Compare the IHRM in 2 of these types of multinational companies:

US Companies

Japanese Companies

German Companies

French Companies

Spanish Companies

British companies

Italian Companies

The students must do a deep investigation about the type of HR management driven by each nationality (general trends), giving real examples about their company culture, way of management and the way the decisions are taking in each organization.

Deadline: 16th December 2020, 11:59 pm

The minimum passing grade for examination papers is: 5 points or 50% (from 10 points or 100%). Those students that have not taken or failed the partial exam in November or a final exam in December will be able to retake it at the end of the term, during a recuperation week, providing the fact that they have successfully completed and submitted the rest of mandatory activities (tasks).

Class activities, presentation, research paper and job description are non-recoverable. Also a student must be in attendance a minimum of 80% of the class sessions in order to receive a passing grade // A student must attend class regularly to receive a passing grade.

FINAL NOTE BY COMPONENTS					
	ACTIVITY 1	ACTIVITY 2	ACTIVITY 3	ACTIVITY 4	ACTIVITY 5
	EXAMINATION	CLASS PARTICIPATION	RESEARCH PAPER	PRESENTATION	JOB DESCRIPTION
Weight in %	40%	10%	20%	20%	10%
Weight in points	4	1	2	2	1
% possible	100%	100%	100%	100%	100%
points possible	10	10	10	10	10

EVALUATION SCALE				
10 points grading scale	Estimated percentage	Definition (esp.)	Definition (eng)	Definition
9,7	97 - 100	Matrícula de honor		Topper in class
9,0 - 10	90 - 95	Sobresaliente	Outstanding	90% contents assumed
7,0 - 8,9	70 - 89,9	Notable (notable bajo o notable alto)	Remarkable (can be low or high)	70% contents assumed
5,0 - 6,9	50 - 69,9	Aprobado	Pass	50% - 60% contents assumed
0 - 4,9	49 % or below	Suspenso	Failed	Less than 50% contents assumed

METHODOLOGY:

On-site sessions, based on theoretical and practical approach. During class sessions a Professor teaches the necessary course material, combining mentioned dual methodology with studying multiple cases, enhancing student's problem solving and decision making skills, playing role games and exercising group activities in order to achieve their good performance in practice.

Also students are required to participate actively in individual research and investigation tasks, as well as to read complimentary materials to perceive and correctly apply necessary terms and definitions. Professor takes into consideration these multiple activities conducted in the class (participation in class, commentaries on case studies, debates, games, and surprise questions), student progress, his/ her proactive approach, efforts and regular and punctual class attendance.

Thus it is recommended that all the students spend few hours per week studying in order to strengthen and consolidate knowledge that has just been acquired during class sessions. It consists of a review of theoretical aspects and complementary reading of a recommended basic bibliography.

BASIC BIBLIOGRAPHY:

DOWLING Peter, International Human Resource Management, Cengage Learning, 2017

ARMSTRONG Michael, TAYLOR Stephen, A Handbook of Human Resource Management Practice, Kogan Page Limited, 2014

HARRIS Hilary, BREWSTER Chris, SPARROW Paul, Globalizing Human Resource Management, CIPD Publishing, 2004

ARTHUR Diane, Fundamentals of Human Resources Management, Harper Collins, 2004

MITCHELL, Barbara, ARMSTRONG, Sharon, Essential HR Handbook, Career Press, 2008

KURIAN, George Thomas, The AMA dictionary of Business Management, Harper Collins, 2013

ALLES, Martha Diccionario de términos de Recursos Humanos, Ediciones Gránica, 2014