

TEACHING GUIDE

Course Information	
Full name	International Human Resources Management
Code	0000012176
Degree	Master in International Management
Taught in	Advantere School of Management
Level	Postgraduate Official Master's Degree
Term	Semester
Credits	3,0 ECTS
Type	Mandatory
Person in charge	Alejandro Navarro Yáñez
Office hours	Request an appointment

Professor Information	
Professor	
Name	Alejandro Navarro Yáñez
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

If management tasks already face significant problems in the field of people management, strategy implementation, organizational structure and new ways of carrying out work, the international dimension of many organizations implies a level of complexity that represents a qualitative step in this direction. Therefore, the International Human Resources Management course goes far beyond the development of basic skills to enhance the "human capital" of corporations, addressing complex issues such as cultural diversity, legislative frameworks, policies, processes and structures typical of multinational organizations, which should not only be familiar to human resources personnel, but also to any manager operating in an international environment. Therefore, the course focuses on training managers capable of understanding the global dimension and aspects of the organization and incorporating them into their management and talent matching in order to achieve the corporation's objectives.

The objective of the course is to provide students with experience in international management policies and processes related to organizational development and human resources in a global environment.

- Achieve an integral vision of the Human Resources area and its alignment with the company's strategy in an international environment.
- Learn the main regional and national peculiarities of the legislative frameworks in which the company may operate, as well as their impact on Human Resources management.
- Manage Human Resources planning and optimization when the organization has a presence in different countries.
- Adopt the most appropriate and effective compensation methods and procedures in a regional or global operating environment.
- Manage the diversity of multinational workforces, with special emphasis on the peculiarities of organizational behavior in these circumstances.
- Managing internal communication in global organizations, where legislative frameworks, cultural differences and different time zones present significant challenges.

Competences - Objectives		
Competences		
GENERAL		
CG01	Cognitive skills of analysis and synthesis applied to global business situations and international management organizational issues	
	RA1	Be able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis
CG02	Information and data management as key elements for decision making and business problem identification, formulation and resolution	
	RA2	Search for, know, synthesize and appropriately use primary and secondary data from various sources
	RA3	Discern the value and usefulness of different sources and types of information, contrasting them, critically analyzing them and incorporating own assessments
CG03	Problem solving and decision making at the strategic, tactical and operational levels of a multinational business organization, taking into account the interrelationship between the different functional and business areas, as well as between the different geographical markets	
	RA1	Know and understand the different internationalization strategies that a global company can implement, identifying the ethical and governance dilemmas that arise from them
	RA2	Be able to deal with analytical case studies, making use of information and data, in many cases incomplete
	RA3	Adequately and proactively identify and define the problem and its possible causes
	RA4	Propose possible relevant solutions and design a plan of action for their implementation
CG05	Ethical commitment in the application of universal moral values and an organization's commitment to ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity	
	RA5	Value the potential of conflict as an engine of change and innovation
	RA7	Seek out the value of other team members and enhance their skills and strengths, making them feel they are an important part of the team
CG06	Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity	

	RA1	Assume the deontology and values associated with the performance of the profession
	RA2	Pursue excellence in professional performance
	RA3	Assume a responsible attitude towards people, and with the means and resources that are used or managed in an organization
	RA4	Worry about the consequences that one's own activity and behavior may have on others
	RA5	Incorporate in discourse and in proposed actions, the consequences that these may have for the different stakeholders of a global organization
CG07	Time management skills with the objective of improving personal and team effectiveness within the framework of business organizations, their environment and management	
	RA1	Be able to organize and meet deadlines assigned to tasks
CG08	Critical reasoning and argumentation according to the understanding of knowledge and knowledge about multinational business organizations, their external context and their management and leadership process.	
	RA1	Identify assumptions and limitations of methods and theories
	RA2	Identify, establish and contrast hypotheses, variables and results logically and critically
	RA3	Be capable of constructing one's own discourse, in a context of debate and exchange of opinions
CG09	Ability to learn autonomously to continue training, in the development of cognitive skills and in the acquisition of relevant knowledge applied to the professional and business activity of an international manager	
	RA1	Be capable of gathering, preparing and expanding information prior to participating in activities that involve the construction of an argued discourse or the proposal of innovative solutions to a problem
	RA2	Carry out one's own work and activity needing only initial indications and basic follow-up, putting into practice the skills necessary for independent research
	RA3	Seek and find adequate resources to support one's actions and carry out one's work

CG10	Recognition as global citizens the value of diversity and intercultural dialogue as a source of human enrichment	
	RA1	Respect, value and celebrate diversity and have a cosmopolitan mindset
	RA2	Be interested in learning about and critically reflecting on global issues and how they interact in one's own life and the lives of others
	RA3	Feel part of a global society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist
	RA4	Actively participate in activities that expose oneself to opinions and realities different from one's own
SPECIFIC		
C04	Knowledge and understanding of the basic determinants of human behavior in organizations and of managerial success, based on an understanding of cultural differences and the challenges of international management, and practicing their application to enable the student to successfully manage the complexities of international	
	RA2	Distinguish diversity and understand its effects on the workforce
	RA5	Link the influence of national culture and its values on organizational behavior
	RA6	Understand that the qualities which can lead to managerial success in one culture can lead to failure when professional practice takes place in a cross-cultural environment
	RA9	Explain the factors that influence individual decision making in organizations and the processes by which decisions are reached, with special emphasis on cultural differences
	RA12	Know and understand the keys to the different national management models, as well as their implications for the management of organizations operating in different national and/or regional contexts
CE05	Conception and practice of the people management function from a strategic and current perspective, oriented to the generation of value in global organizations by means of the most convenient approach in the management of their human capital wherever they are located.	
	RA1	Understand the correct management of human resources at an international level as a source of competitive advantage, explaining the link between human capital and the market value of a company
	RA2	Be capable of designing an HR Department, explaining its structure and basic functions for a global company, the hierarchical and functional dependence within the organizational structure, the director's profile and the necessary human and material equipment

	RA3	Formulate basic human resources management policies, taking into account the values and culture of the organization, and the intercultural differences present in the organization
	RA4	Understand how the job analysis process is developed and its usefulness for Integrated Human Resources Management, as well as its relevance for an internationalized company
CE10	Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them to real situations as appropriate	
	RA1	Show interest in contact with professionals, actively participating in those activities that allow one to get closer to professional practice of international management
	RA2	Gain knowledge of how to and regularly consult organizations, professional forums and publications that allow him/her to keep up to date in professional practice
	RA3	Identify through contact with professionals, participation in case studies and events, and attendance at conferences, among other activities, the challenges and management tools for the different functional areas of a global company, being able to propose resolutions to solve real problems.

THEMES AND CONTENT

Contents – Themes
Block 1
1. Human Resources management in regional or global environments: challenges and opportunities
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2. The cultural context of international human resources management.
3. The organizational context of international human resources management
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4. International Human Resources management in mergers, acquisitions and alliances
5. Compensation policies in an international environment. Geographic mobility and expatriation
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Block 2
6. The main regional and national peculiarities of the legislative frameworks, as well as their impact on labor relations and Human Resources management, with special emphasis on restructuring
7. New trends in Human Resources management in multinational organizations

TEACHING METHODOLOGY

General methodological course aspects

Presential Methodology: Activities

Cooperative work of students who, in pairs or small groups, are given a task, case or assumption that requires sharing information and resources among members in order to achieve the common goal. Based on the case method, studied by each student and discussed by each group before the individual interventions of each general session. The case method stimulates inductive learning. From the analysis of concrete examples, the different tools of analysis are built and general rules of application to all types of companies and sectors are induced. Therefore, prior study of the cases and active participation in the discussions of the general sessions is essential.

Individual and group presentations on topics related to academic content. The presentations must be evaluated and critiqued by the rest of the classmates or by the professor in order to go deeper into the course.

Lessons of an expository nature. Audiovisual projections.

Non-presential Methodology: Activities

Individual study.

Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study.

Cooperative work of students who, in pairs or small groups, undertake a project that requires the sharing of information and resources among members in order to achieve a common goal.

SUMMARY OF STUDENT WORK HOURS

PRESENTIAL HOURS	
Lessons of an expository nature in which the main topics are presented in a clearly structured and motivating way	12.00
Case studies, in which students give an answer to a real or simulated professional problem. The best solution is discussed and the presentation and defense of the findings is assessed. New technologies can be part of the methodological process	4.50
Cooperative work of students who, in pairs or small groups, undertake a project that requires sharing information and resources among the members with a view to achieve the common goal.	3.00
Exercises and problem-solving set by the professor based on a short reading, material prepared for the occasion, or any other type of data or information that will challenge the student intellectually	3.00
Individual presentations, in which each student is in charge of delving into and presenting a topic or aspect of a topic to the rest of the classmates, under the supervision of the professor. The presentations can be complemented by the rest of the classmates or by the professor in order to go deeper into the topic	3.00
Debates, in which different persons or groups of people present differing viewpoints, and often opposing on an issue, and argue with the aim of convincing the other(s) others and to win in the argument. Debating requires prior preparation on the part of the participants and search for information that support one's own arguments as well as weakening those used by the opponents	3.00
The simulations, role-playing and other group dynamics, are learning activities in which the student acts as someone who puts himself/herself in the place of another person. They analyze the situations, take decisions and identify and evaluate the consequences that result from them	1.50
NON-PRESENTIAL HOURS	
Practical projects and application work	15.00
Theoretical work, generally individual, involving the reading of articles, journals, research reports, chapter from books, information on the Internet, etc. and the writing of a personal reflection (of varying depth and length) that goes beyond the mere compilation of information from various sources.	10.00
Preparation of individual presentations, in which each student is responsible for delving into and presenting a topic or aspect of a topic to the rest of the classmates, generally a small number, in such a way that dialogue and reflection on the issue presented is generated. It can be supervised by a professor or a student with more experience in the course matter	5.00
Individual study carried out by the student to understand, rework and retain a scientific content with a view to a possible application in the field of one's profession	7.50
Individual reading of texts of different types (books, magazines, individual articles, press, Internet publications, reports on practical experiences, etc.) related to the courses of study	7.50
ECTS CREDITS: 3.0 (75 hours)	

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
Assessment of individual or group work carried out by students, some of them presented in class.	<ul style="list-style-type: none"> • Work adequacy to the objectives set • On time delivery • Reached goals. • The participation of ALL members of each team in the presentations and elaborations is required 	30
Final exam particularly practical (case resolution proposal).	<ul style="list-style-type: none"> • In order to pass the course, the final exam or test of the course must be passed. 	40
Participation and utilization of the classes. Individual work and presentation.	<ul style="list-style-type: none"> • The students' participation in class, the quality and timeliness of their interventions, the quality of the preparation and presentation of the work, predisposition and commitment, initiative, attendance. 	30

Grades

The evaluation criteria of the course are governed by the following regulations:

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

BIBLIOGRAPHIES AND RESOURCES

Basic Bibliographies

Text books

- Dowling, P., Festing, M., Engle, Allen D. (2013): International Human Resource Management. Cengage Learning Emea.
- Wintersberger, D. (ed) (2017): International Human Resources Management. A case study approach. Kogan Page Ltd.
- Gomez-Mejía, L., Barkin, D. & Cardy. R., (2013): Managing Human Resources. Pearson: Prentice Hall. New Jersey.
- Robbins, S.P. & Judge, T. A., (2013): Organizational Behavior. Pearson: Education Ltd. Essex.

Articles

They will be provided in class for classroom and homework. Articles and reports on trends in international HR management, produced by some of the most relevant institutions, will also be available on the website.

Web Pages

Resources on the course and links of interest on international HR management

Notes

Abstracts and/or presentations available on the Portal

Other materials

Documents and videotapes reviewed and discussed in the classroom and other materials of interest available on the Portal

In compliance with current regulations regarding the **protection of personal data**, we inform you and remind you that you can consult the aspects related to privacy and data protection that you have accepted in your registration by entering this website and pressing "download".

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA6F4A81663AD10CED66792>