

**COURSE DATA****Data Subject**

Code	42145
Name	Human Resource in the Global Environment
Cycle	Master's degree
ECTS Credits	5.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2069 - M.U. Gestión de Negocios Internacionales (2007)	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2069 - M.U. Gestión de Negocios Internacionales (2007)	10 - Human Resource in the Global Environment	Obligatory

Coordination

Name	Department
PARDO DEL VAL, MANUELA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The module will examine ideas of international Human Resource Management (HRM) in the context of the global business environment and the policies of organisations for the management of people. The issues involved in managing international human resources strategically will be explored. In addition, the links between HR practices and organisational performance will be reviewed. Ideas of best practice in managing people internationally will also be analysed. An overview of the skills required for managers working in culturally diverse environments focusing on the need for intercultural skills in an everchanging world is delivered. The course outlines the solutions, skills and the theoretical knowledge required to bridge the cultural gaps for the 21st century manager from a global HRM perspective.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

Students will complete a degree with management skills.

OUTCOMES

2069 - M.U. Gestión de Negocios Internacionales (2007)

- Critically evaluate and compare strategic approaches to international people management
- Summarize the aims and roles of the various stakeholders in Human Resource Management in the context of global constraints and the implications of HRM decisions.
- Explore and interpret a range of contemporary approaches to managing people in international organizations
- Critically evaluate models and theories of HRM.
- Critically analyse the relationship between HRM and organizational performance
- To acquire moral competence (learning how to judge ethically in global HRM (trust development)
- To equip students with the ability towards individual and on-going learning, and at the same time, with team management skills to work effectively in an increasingly global environment. Specially providing them with negotiation skills.

LEARNING OUTCOMES

By the end of this module you will be able to:

1. Critically evaluate and compare theoretical, empirical and applied work of key writers, both classical and contemporary, on different aspects of international HRM as a distinctive field of study and practice.
2. Understand the relationship between the strategic orientations of multinational corporations and HRM policies and practices.
3. Understand the comparative and diverse contexts impacting HRM and its related practices in multicultural environments.
4. Be aware of cultural diversity and its impact on organizational behaviour within international organizations.
5. Acquire essential International Human Resource Management competences regarding HRM functions, adapting to emerging technologies (ex. analytical and digital skills).



DESCRIPTION OF CONTENTS

1. Introduction to International Human Resource Management

2. Recruitment and selection in International HRM

3. Managing development in international firms

4. Performance and reward management

5. Leadership in a global context

6. Understanding human behavior in a global context

7. Understanding human motivations in a global context

8. Understanding human temperament and emotions in a global context

WORKLOAD

ACTIVITY	Hours	% To be attended
Classroom practices	20,00	100
Theory classes	15,00	100
Tutorials	10,00	100
Development of group work	20,00	0
Development of individual work	20,00	0
Study and independent work	40,00	0
TOTAL	125,00	



TEACHING METHODOLOGY

Lectures on key topics, supported by seminars or workshops, individual and group work on questions and case studies, class discussions and presentations. Learning methods place specific emphasis on participation, interaction and active learning.

EVALUATION

Achievement of learning outcomes will be assessed through a final written exam and by other individual and/or team assignments.

- The **final written exam** will require individual students to integrate material from the module. The exam will provide student feedback on understanding, enable reflection on learning and the development of enhanced learning strategies. It will focus on learning outcomes 2, 3, and 5.
- As for the **other assignments**, they will be related to HRM in a global context and may include a case study, essay questions or team presentations; requiring students to reflect and integrate work across the module. They will assess all learning outcomes, with a particular focus on learning outcomes 1, 2, 3, 4 and 5 above.

Both parts of the assessment will require students to demonstrate theoretical understanding and practical relevance.

REFERENCES

Basic

- Harzing, A.W. and Pinnington, A. International Human Resource Management, Sage, 2019 (5th ed).
- Noe, Raymond A., Hollenbeck, John R., Gerhart, Barry, Wright, Patrick M. Human Resource Management, McGraw Hill, 11th edition, 2019.
- Tarique, I., Briscoe, D.R., and Schuler R.S. and International Human Resource Management. Policies and Practices for Multinational Enterprises. Routledge, Taylor & Francis Group, 5th edition, 2016.

Additional

- Bamber, G.J., Lansbury, R.D., Wailes, N and Wright, C.F. (2016) (eds.) International and Comparative Employment Relations: National regulation, global changes (6th Edition). Sage, London
- Edwards, T. and Rees, C., International Human Resource Management: Globalization, National Systems and Multinational Companies, Prentice Hall, 2010.
- Harzing, A-W. and Van Ruysseveldt, J. International Human Resource Management, Sage, 2004
- Hollinshead, G. International and Comparative Human Resource Management, McGraw Hill, 1st edition, 2010.
- Martinez-Lucio, M. (2014) International human resource management: an employment relations perspective, SAGE, Los Angeles
- Mindell, A. Sitting in the Fire Paperback, 2014.
- Newell, H. and Scarbrough, H., Human Resource Management in Context: A Case Study Approach,



Palgrave Macmillan, 2002.

- Scullion, H. and Linehan, International Human Resource Management, Palgrave Macmillan, 2005.
- Sparrow, P., Brewster, C. and Harris, H. Globalizing Human Resource Management, Routledge, 2004.
- Tayeb, M. International Human Resource Management, Oxford University Press, 2005.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

If health circumstances lead to measures that prevent the module from being taught in a face-to-face format, the sessions will be carried out via videoconferences and the papers and materials will be sent by e-mail and/or the Virtual Classroom platform.

Exceptionally, it will be possible to dispense with class attendance when

- A quarantine situation is produced, required by the health authorities
- An alarm state is set that leads to confinement or any other means that prevents face-to-face attendance by local, regional or national authorities.