International Human Resource Management

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

GENERAL DATA

Name

International Human Resource Management

Code

102828

Academic year

2024-25

Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

ECTS Credits

1

Type

ELECTIVE

Duration

Cuatrimestral

Language

CONTENTS

Contents

SESSION 1:

1. Introduction and context

• Introducing what HRM is

• Describing the importance of HRM in managing the employment relationship.

• Presenting the characteristics of the “high-performance” or “high-engagement” approach to human resources.

• Discussing the contextual factors affecting the design and implementation of HR strategy

• Understanding the dimensions of the employment relationship and the role of HR in managing them.

2. Recruitment and selection

• Understanding the workforce planning process and associated activities.

• Presenting and discussing the systematic approach to recruitment and selection.

SESSION 2:

1. Recruitment and selection

• Identifying ethical dilemmas arising during the recruitment and selection process.

• Recruitment and selection case study

2. Performance evaluation

• Understanding how to design an effective performance management system and being able to advise management in implementing it.

SESSION 3:

1. Performance evaluation

• Outlining the contribution that an effective performance management system can make to achieving corporate objectives.

• Discussing the role of the performance management system in designing the human resources strategy.

• Case study performance appraisal

2. Compensation and benefits

• Identifying the various ways in which companies can reward their employees and understanding their advantages and disadvantages.

• Discussing the core elements to be considered when implementing a performance-related compensation system.

SESSION 4:

• Compensation and benefits

• Compensation and benefits case studies

• Exploring the challenges relating to compensation systems and how they fit into the human resources strategy.

SESSION 5:

• International personnel management

• Discussing the different approaches to recruiting and managing staff for international operations.

• Applying the concepts worked on earlier in the course (selection, evaluation, compensation) to the case of expatriate employees.

• Discussing the pros and cons of the expatriation process and analysing the reasons for its frequent failure.

• Expatriation case study

SESSION 6:

• International personnel management

• Finalising the expatriation case study

• Review

• Review for the exam

• Resolving queries

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO7 - To know the structure and functioning of the organisations and institutions that support companies’ internationalisation.

CO8 - To know the main legal and fiscal aspects that directly or indirectly affect business internationalisation processes.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S7 - To manage software and statistical programmes for data recording and analysis.

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S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

Competencias

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals. .

C6 - To lead and develop international business negotiation processes.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA1.- Master classes	8	100
TA2.- Practical classes	5	100
TA3.- Individual and group work	15	0
TA4.- Tutorials	2	100
TA5.- Individual student work	20	0

Teaching methods

• Expository lecture: the lecturer explains the key notions and state-of-the-art in the discipline in question.

• Individual student work: readings, reports, technical notes, self-assessment questionnaires, and research for additional information.

• Teaching assignments - face-to-face interactive classes: discussion seminars and workshops.

• Case studies, problem-solving and practical exercises in groups or individually: resolution, sharing and discussion in class.

• Teaching assignments – personalised tutorials: Group and individual work and presentations (field work, development of business projects, etc.).

Learning outcomes

• Assess whether an organisation's human resources practices are adapted to its strategic challenges.

• Design human resources strategies adapted to the needs and context of the organisation.

• Understand the work carried out by the human resources area and establish links with it from the business to respond to the needs of the business

EVALUATION

Evaluation system

Students' final grades in the ordinary exam session will depend on: group work, the final exam and class participation.

• The exam will account for 50% of the final grade. The student must achieve a minimum mark of 3.5 points in the final exam in order for the rest of the tests to count towards their final grade. The examination shall consist of:

    o Two open-ended questions relating to a case (60% of the exam grade)
    o 10 multiple-choice questions (40% of the exam grade)

• The evaluation of the group work will account for 30% of the final grade. The group work will focus on one of the cases to be discussed during the practice sessions. The grade will depend on the ability to analyse and solve the problem posed.

• Individual participation will account for 20% of the final grade. Such participation will be assessed by each student's contributions to the class discussion. Students will receive a grade between 0 and 3 at each session, which will be indexed to establish the final grade.

In the 2nd and subsequent exam sessions, 100% of the grade will depend exclusively on the exam. The type of examination may be a multiple-choice or essay type, oral, mixed or assignment. Students will be informed of the type(s) of test(s) well in advance.

FACULTY

Coordinator/s

García García, Ángel

Posgrado en recursos humanos.

ICEX

Lecturers

Guereñu Panero, Cristina

Licenciada en Psicología.

People Development.

Inmobiliaria Colonial SOCIMI (Dpto. RRHH).

Lostalé González, Ana

BIBLIOGRAPHY AND LINKS

Bibliography

Class readings: Students should read the following documents for each class session.

Session 1
• Walton, R.E. (1985). From control to commitment in the workplace. Harvard Business Review, March 1985.
• Chartered Institute for Personal Development. CIPD (2018). The psychological contract. https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/psychological-factsheet. Accessed 7/5/18

Session 2
• Case study: WoodCorp Inc. Extracted from "Canadian University Tournament in HR"
• Woods, S.A. and West, M.A. (2014), The Psychology of Work and Organisations (2nd edition), Cengage, chapter 6, pp. 159-199.

Session 3
• Case study: "Imaginative Software Solutions". Adapted from Wilton, N., An introduction to Human Resource Management, 3rd Edition, Sage Publications, London, 2016.
• Lussier, R. And Hendon, J. (2016) "Performance Management and Appraisal", Fundamentals of Human Resource Management, SAGE Publications, 2016. Chapter 8, pp. 188-214

Session 4
• Case study: Wrap it Up. Harvard Business School Case
• Roberge, M. (2015) "The Right Way to Use Compensation. To shift strategy, change how you pay your team", Harvard Business Review, April 2015, pages 70-75

Sessions 5 and 6
• Case study: International Mobility and Managing Expatriates. Harvard Business School Case
• Mark Alan Clouse and Michael D. Watkins, "Three Keys to Getting an Overseas Assignment Right," Harvard Business Review, 87 (October 2009), pp. 115-119. Available at: https://hbr.org/2009/10/three-keys-to-getting-an-overseas-assignment-right
• Andy Molinsky and Melissa Hahn, "Five Tips for Managing Successful Overseas Assignments," HBR Online Article, March 16, 2016, https://hbr.org/2016/03/5-tips-for-managing-successful-overseas-assignments

Textbooks

There are many textbooks for this discipline, which could be useful for following up on the subject.

The following book is particularly recommended, Wilton, N. (2016). An Introduction to Human Resource Management. Sage Publications: London

The rest of the books (listed in alphabetical order and not in order of importance) may be interesting sources of reference.

• Baron, J. and Kreps, D. (1999). Strategic Human Resources: Frameworks for General Managers. Wiley: New York.
• Boxall, P and Purcell, J. (2008). Strategy and Human Resource Management. Palgrave: Basingstoke.
• Boxall, P; Purcell, J. and Wright, P. (Eds.) (2009). Oxford Handbook of Human Resource Management. Oxford University Press: Oxford
• Legge, K. (2005) Human Resource Management: Rhetorics and Realities, Anniversary edition, Palgrave: Basingstoke
• Lussier, R.N., Hendon, J.R. (2016). Human Resource Management: Functions, Applications, Skill Development. Sage Publications: London.
• Marchington, M. and Wilkinson, A., Donnelly, R., Kynighou, A. (2016). Human resource management at work, CIPD: London.