



COURSE DATA

DATA SUBJECT

Code: 42145
Name: Human Resource in the Global Environment
Cycle: Master's Degree
ECTS Credits: 5
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
2069 - Master's Degree in International Business Administration	Facultat d'Economia	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2069 - Master's Degree in International Business Administration	Human Resource in the Global Environment	COMPULSORY

COORDINATION

PARDO DEL VAL MANUELA

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.



COMPETENCES / LEARNING OUTCOMES

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Critically analyse the relationship between HRM and organizational performance

Critically evaluate and compare strategic approaches to international people management

Critically evaluate models and theories of HRM.

Explore and interpret a range of contemporary approaches to managing people in international organizations

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.

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.

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****PRESENCIAL ACTIVITIES**

Activity	Hours
Tutorials	10,00
Theory	15,00
Classroom practices	20,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	40,00
Independent study and work	40,00
Preparation of lessons	0,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	80,00

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

- 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.
- 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.