

Sílabo

1MN013 - International Human Resources Management

I. Información general

Nombre del Curso: International Human Resources Management
Código del curso: 1MN013
Departamento Académico: Marketing y Negocios Internacionales
Créditos: 3
Horas Teoría: 3
Horas Práctica: 0
Periodo Académico: 2023-01-PRE
Sección: A
Modalidad: Presencial
Idioma: Inglés
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II. Introducción

The aim of the course is to provide an understanding of the theoretical concepts and their application of International Human resource management (IHRM). Therefore the students will be able:

- 1.To evaluate the global, regional, country cultural differences in order to suggest appropriate strategies concerning human resources;
- 2.To suggest practical proposals concerning human resources in order to take decisions in the internationalization process of firms;
- 3.To discuss theoretical, empirical, practical, or pedagogical issues relevant to the IB community through the composition of IHRM articles.

This course provides a thorough understanding of how to design and implement HRM in the internationalization process of firms, considering:

- 1.Key terms in IHRM, outlining the difference between domestic and IHRM
- 2.The environment of IHRM decisions in terms of different cultures
- 3.The organizational context, changes and responses
- 4.Joining partners in the internationalization process
- 5.Managing people aspect in the internationalization process
- 6.International performance management
- 7.International training development and careers
- 8.International compensation
- 9.IHRM research

III. Logro de aprendizaje final del curso

At the end of the course, the student will propose improvements to human resource main processes and activities of a company in an international context. In those proposals: They will make a diagnosis about the type of international company to be analyzed (transnational, multi-domestic or global) and the combination process (acquisition, merger, joint venture or alliance). The proposal will be consistent with the diagnosis made on business structure and strategy, internationalization process of the company and its HR strategy, as well as the impact of external factors on HR and they will describe and analyze the core elements of the due diligence process before and during a merger process (acquisition, merger, joint

venture or alliance). This proposal will be written in a clear and direct way with an adequate use of the language and it will demonstrate appropriate use of primary and secondary sources.

IV. Unidades de aprendizaje

Learning unit 1: Human Resource and Organizational Behavior

Logro de Aprendizaje / propósito de la unidad:

At the end of unit 1, the student will analyse and diagnose the relationship between international business performance and Human Resource and Organizational Behavior.

Contenidos:

- Introduction to Human Resource Management
- Managing HR across the World
- Introduction to Organizational Behavior
- How to Motivate People
- Leadership and Culture
- High Performance Organizationsy Employee Experience Concept

Learning unit 2: Basic nature of international models

Logro de Aprendizaje / propósito de la unidad:

At the end of unit 2, the student will analyze the impact of the structure and characteristics of the company in the processes and activities of the main human resources functions of a transnational company, considering the business strategy, the importance of knowledge transfer in an international environment and the central elements of the due diligence process during the merger (acquisition).

Contenidos:

- Design and structure of the MNE and IHRM
- Knowledge transfer within a MNE and IHRM implications
- Basic nature of international models: HRM in International Mergers y Acquisitions, Joint Ventures and Alliances.

Learning unit 3: Global Talent Management: Human Resources Activities

Logro de Aprendizaje / propósito de la unidad:

At the end of unit 3, the student will describe and diagnose the current status of the processes and activities of the main human resources functions of a transnational corporation that has gone through a merger (acquisition) process, clearly identifying the objectives, participants, roles and responsibilities of the involved actors and future challenges within each function.

Contenidos:

- Planning and Staffing: Foreign Assignments Managing expatriates
- Attracting Employees: International recruitment, selection and repatriation
- Developing Employees: International training and management development, International employee performance management
- Retaining Employees: Well-Being of the International Workforce and International HRIS and International compensation, benefits and taxes
- Professionalization and future of IHRM

Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs

Logro de Aprendizaje / propósito de la unidad:

To evaluate and considerate to join external partners, that are associated with complex IHRM

Contenidos:

- Cross border alliances
- Cross border mergers and acquisitions
- International Equity Joint ventures
- International SMEs

Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection

Logro de Aprendizaje / propósito de la unidad:

To focus on managing people in the internationalization process

Contenidos:

- Approaches to staffing
- Transferring staff for international business activities
- Recruitment and selection
- Selection criteria

Learning unit 6: International Performance Management

Logro de Aprendizaje / propósito de la unidad:

To identify those aspects that are important for the international performance management

Contenidos:

- Control and performance management
- Performance management of international employees
- Performance appraisal of international employees

Learning unit 7: International Training, Development and Careers

Logro de Aprendizaje / propósito de la unidad:

To study the important aspects related to training, development and careers for IHRM

Contenidos:

- Training, development and careers
- Developing staff through international assignments
- Designing programs

Learning unit 8: International compensation management

Logro de Aprendizaje / propósito de la unidad:

To discuss the issues related to compensation in the international context

Contenidos:

- Key components
- Approaches

Learning unit 9: IHRM research

Logro de Aprendizaje / propósito de la unidad:

To establish relevant and thought provoking questions in IHRM

Contenidos:

- Article structure
- Writing and organization of ideas
- Generating a debate

V. Estrategias Didácticas

- Case studies.
- Group discussions inside and outside class.
- Presentations.
- Creative suggestions for theory and concept implementation.
- Counseling for structure and other issues related to the IHRM proposal.
- This course is designed using a learning by doing approach. It involves discussion of theoretical approaches, experience sharing, and initiatives to learn and apply each one of the units to an internationalization process. First, theoretical development, and related experiences will be presented in the lectures. Second, students will be in charge of using their knowledge, experiences and creative skills to apply the theoretical approaches to examples of the internationalization process of firms. Finally, the entire class will be involved in a discussion to evaluate, comment and suggest improvements for the IHRM proposal of the internationalization process of firms. Also, important IHRM questions will be raised through debate sessions and academic research assignments based on reading material.

VI. Sistemas de evaluación

Nombre evaluación	%	Fecha	Criterios	Comentarios
1. Attendance and participation	10		Contributions and participation in the topics discussed	Individual evaluation
2. Assignments and presentations	10		Presentations and other tasks assigned, analytical reasoning, ability to synthesize and oral/written expression, individual composition	Individual evaluation
3. Midterm Exam	10		Units 1, 2, 3 and 4	Individual evaluation
4. IHRM practical proposal	40		A practical proposal for the internationalization	Group evaluation



			process of a firm in the area of IHRM, integrating all the units studied	
4.1. IHRM practical proposal 1	20		Units 1, 2, 3 and 4	Group evaluation
4.2. IHRM practical proposal 2	20		Units 5, 6, 7 and 8	Group evaluation
5. Final Exam	10		Units 5, 6, 7 and 8	Individual evaluation
6. Research article	20		A thought provoking article in IHRM	Individual evaluation

VII. Cronograma referencial de actividades

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
Semana 1: del 20/03/2023 al 25/03/2023			
<ul style="list-style-type: none"> • Learning unit 1: Human Resource and Organizational Behavior • Learning unit 2: Basic nature of international models • Learning unit 3: Global Talent Management: Human Resources Activities • Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs • Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection • Learning unit 6: International Performance Management • Learning unit 7: International Training, Development and Careers • Learning unit 8: International compensation management • Learning unit 9: IHRM research 	Review of course content Materials and other sources to study Election of REA Group formation	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation
Semana 2: del 27/03/2023 al 01/04/2023			
<ul style="list-style-type: none"> • Learning unit 1: Human Resource and Organizational Behavior 	Development of unit 1 Students' submission and presentation about article structure and IHRM article idea (PPT submission)	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation • Assignments and presentations
Semana 3 con feriados el jueves 06, viernes 07 y sábado 08: del 03/04/2023 al 08/04/2023			
<ul style="list-style-type: none"> • Learning unit 2: Basic nature of international models 	Development of Unit 2 Students presentation of their firm,	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation • IHRM practical proposal

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
	internationalization strategy and IHRM analysis (PPT submission)		<ul style="list-style-type: none"> • Assignments and presentations
Semana 4: del 10/04/2023 al 15/04/2023			
<ul style="list-style-type: none"> • Learning unit 2: Basic nature of international models • Learning unit 3: Global Talent Management: Human Resources Activities 	<p>Development of unit 2 and 3</p> <p>Students presentation of Unit 2 application in their firm (PPT submission)</p>	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation • Assignments and presentations
Semana 5: del 17/04/2023 al 22/04/2023			
<ul style="list-style-type: none"> • Learning unit 3: Global Talent Management: Human Resources Activities • Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs 	<p>Development of unit 3 and 4</p> <p>Students presentation of Unit 3 application in their firm (PPT submission)</p>	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation • Assignments and presentations
Semana 6: del 24/04/2023 al 29/04/2023			
<ul style="list-style-type: none"> • Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection 	<p>Development of unit 5</p> <p>Case study</p>	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Attendance and participation • Assignments and presentations
Semana 7: del 01/05/2023 al 06/05/2023			
<ul style="list-style-type: none"> • Learning unit 9: IHRM research 	<p>Panel discussion about IHRM article draft (PPT and word doc submission)</p>	<ul style="list-style-type: none"> • Books and papers provided by professor and students 	<ul style="list-style-type: none"> • Research article
Semana 8 de exámenes parciales: del 08/05/2023 al 13/05/2023			
<ul style="list-style-type: none"> • Learning unit 1: Human Resource and Organizational Behavior • Learning unit 2: Basic nature of international models • Learning unit 3: Global Talent 	<p>Midterm Exam (Units 1, 2, 3 and 4)</p>	<ul style="list-style-type: none"> • All material used in units 1,2,3 and 4 	<ul style="list-style-type: none"> • Midterm Exam

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
Management: Human Resources Activities • Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs			
Semana 9: del 15/05/2023 al 20/05/2023			
• Learning unit 1: Human Resource and Organizational Behavior • Learning unit 2: Basic nature of international models • Learning unit 3: Global Talent Management: Human Resources Activities • Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs	Submission and presentation of IHRM practical proposal 1 (PPT and word doc submission) Panel discussion	• Books and papers provided by professor and students	• Attendance and participation • IHRM practical proposal 1
Semana 10: del 22/05/2023 al 27/05/2023			
• Learning unit 1: Human Resource and Organizational Behavior • Learning unit 2: Basic nature of international models • Learning unit 3: Global Talent Management: Human Resources Activities • Learning unit 4: IHRM in Cross-Border Mergers y Acquisitions, International Alliances and SMEs	Group meeting	• Books and papers provided by professor and students	• Attendance and participation • Assignments and presentations
Semana 11: del 29/05/2023 al 03/06/2023			
• Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection • Learning unit 6: International Performance Management	Development of unit 5 and 6 Students presentation of Unit 5 application in their firm (PPT	• Books and papers provided by professor and students	• Attendance and participation • Assignments and presentations

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
	submission)		
Semana 12: del 05/06/2023 al 10/06/2023			
<ul style="list-style-type: none"> Learning unit 6: International Performance Management Learning unit 7: International Training, Development and Careers 	<p>Development of unit 6 and 7</p> <p>Students presentation of Unit 6 application in their firm (PPT submission)</p>	<ul style="list-style-type: none"> Books and papers provided by professor and students 	<ul style="list-style-type: none"> Attendance and participation Assignments and presentations
Semana 13: del 12/06/2023 al 17/06/2023			
<ul style="list-style-type: none"> Learning unit 7: International Training, Development and Careers Learning unit 8: International compensation management 	<p>Development of unit 7 and 8</p> <p>Students presentation of Unit 7 application in their firm (PPT submission)</p>	<ul style="list-style-type: none"> Books and papers provided by professor and students 	<ul style="list-style-type: none"> Attendance and participation Assignments and presentations
Semana 14: del 19/06/2023 al 24/06/2023			
<ul style="list-style-type: none"> Learning unit 8: International compensation management 	<p>Students presentation of Unit 8 application in their firm (PPT submission)</p> <p>Case study</p>	<ul style="list-style-type: none"> Books and papers provided by professor and students 	<ul style="list-style-type: none"> Attendance and participation Assignments and presentations
Semana 15 con feriado jueves 29: del 26/06/2023 al 01/07/2023			
<ul style="list-style-type: none"> Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection Learning unit 6: International Performance Management Learning unit 7: International Training, Development and Careers Learning unit 8: International compensation management 	<p>Submission and presentation of the IHRM proposal 2 (PPT and word doc submission)</p> <p>Submission of IHRM article</p>	<ul style="list-style-type: none"> Books and papers provided by professor and students 	<ul style="list-style-type: none"> Attendance and participation IHRM practical proposal Research article Assignments and presentations
Semana 16 de exámenes finales: del 03/07/2023 al 08/07/2023			

Unidades de aprendizaje	Contenidos y actividades a realizar	Recursos y materiales	Evaluaciones
<ul style="list-style-type: none"> • Learning unit 5: Sourcing Human Resources for Global Markets Staffing, Recruitment and Selection • Learning unit 6: International Performance Management • Learning unit 7: International Training, Development and Careers • Learning unit 8: International compensation management 	Final Exam (Units 5, 6, 7 and 8)	<ul style="list-style-type: none"> • All materials used in units 5, 6, 7 and 8 	<ul style="list-style-type: none"> • Final Exam

VIII. Referencias bibliográficas

Obligatoria

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Joseph T. Mahoney (2005). *Economic Foundations of Strategy*. Thousand Oaks : London : New Delhi : University of Illinois.

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Mila Lazarova, David C. Thomas & Elaine Farndale (2021). *Essentials of international human resource management : managing people globally*. Northampton, MA: Edward Elgar Publishing.

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