

MODULES AND SUBJECTS

MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL  
UNIVERSITY MASTER IN MANAGEMENT

<b>MODULE NAME:</b>	<b>HUMAN RESOURCES (INTERNATIONAL MANAGEMENT)</b>				
<b>SEMESTER</b>	<b>1</b>	<b>TYPE</b>	<b>SPECIALISM</b>	<b>ECTS</b>	<b>4</b>
<b>FACULTY</b>	Dr. Jordi Assens Prof. Nicholas Clarke Dr. Aline Masuda				

SKILL PROFILE

BASIC SKILLS		TRANSVERSAL SKILLS		GENERAL SKILLS		SPECIFIC SKILLS	
CB 6	X	CT 1	X	CG 1		CE 1	X
CB 7	X	CT 2	X	CG 2	X	CE 2	X
CB 8		CT 3	X	CG 3	X	CE 3	X
CB 9	X	CT 4	X	CG 4	X	CE 4	
CB 10	X	CT 5	X	CG 5	X	CE 5	X
		CT 6	X	CG 6	X	CE 6	X
		CT 7	X	CG 7	X	CE 7	X
				CG 8		CE 8	X
				CG 9	X	CE 9	X
				CG 10	X	CE 10	X
						CE 11	X
						CE 12	X

## OBJECTIVES

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As an international manager, very often you will have to rely on the collaboration of your employees, clients, co-workers, and organizational leaders from different cultural backgrounds to be able to attain business objectives. Hence, the ability to understand human behavior is fundamental. In this sense, a manager needs to learn what may cause an employee to be satisfied and motivated at work, what causes multicultural teams to be motivated and perform well, and what are the best interventions to create a profitable, global and sustainable organization.

This course teaches you to apply the latest social science research in organizational behavior and human resources management to develop your leadership skills and make informed managerial decisions..

## LEARNING OBJECTIVES

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- Can analyze causes and consequences of human behaviours and attitudes such as motivation and job satisfaction in organizations and how to use this information to craft and propose Human Resources Management practices to improve employee engagement and performance
- Understands the Human Resources Practices that leads to employee motivation, engagement and job satisfaction
- Understands the concepts of National Cultures, group dynamics and cultural intelligence as an important competency for organizations
- Knows about leadership and organizational culture, and change management

## CONTENTS

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### INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

Introduction to Organizational Behavior and Employee Attitudes

Understanding Evidence Based Management

Causes and consequences of organizational behavior at different levels of analyses

The importance of organizational culture for employees attitudes

### MOTIVATION AND ENGAGEMENT

Definition of Motivation/engagement

How to motivate others to attain sustainable performance?

Searching for best practices to improve motivation

The importance of influence in the implementation of practices

### GROUP DYNAMICS AND CULTURE

Understanding group dynamics

Identify conflict theories

Cultural dimensions

Diversity and conflict

Developing your cultural intelligence

### INTRODUCTION TO HRM

General Introduction and overview of HRM

The strategic role of the HR function  
Staff and line responsibility concerning HR  
HRM and Organisational Culture

#### EMPLOYEE DEVELOPMENT

The line manager's role in employee development  
The use of Competency frameworks  
Coaching employees

#### DIVERSITY MANAGEMENT

Equal opportunities  
Business Case for Diversity  
Selection Interviewing

#### METHODOLOGY

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We will use multiple methodologies such as lecture, discussion of critical incidents, and the case method.

#### EVALUATION

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The final evaluation will be calculated as follows:

1. Class participation: quality, consistency and feedback. (30% min\* - 40% max).
2. Specific evaluation tests: exams. (40% min - 50% max)
3. Carrying out work or projects (10% min –30% max)

In the event of a new health emergency that involves confinement, the activities and evaluation weights will not be altered. In case they cannot be done in person, they will be transferred to a virtual environment. Due to the difficulties in correctly evaluating participation in online environments, EADA may reduce the weighting of this component of the evaluation due to the current pandemic circumstances.