

ACADEMIC YEAR: 2025/2026	HUMAN RESOURCES		
	SUBJECT CODE: 16635	SEMESTER: ANNUAL	TYPE: SPECIALISMS
CREDITS	4 ECTS		
STUDENT WORKLOAD	Contact Hours	Personal and/or Teamwork	Evaluation
	40	58	2
TEACHING LANGUAGE	English		
CO/PREREQUISITE	None		
SPECIALISM	INTERNATIONAL MANAGEMENT		
MODE OF DELIVERY	In-person		
FACULTY	ASSENS, Jordi MASUDA, Aline		
COURSE DESCRIPTION	<p>As an international manager, you must harness collaboration across diverse cultural contexts to achieve sustainable business objectives. This module combines organizational behavior theory, human resources management practices, AI-driven people analytics, and sustainability principles to develop leadership capabilities and inform managerial decisions.</p> <p>1. Understanding and Motivating People in Global Contexts</p> <ul style="list-style-type: none"> - Analyze the drivers of employee motivation and job satisfaction, integrating green HR metrics (well-being, inclusion, work–life balance). - Apply AI-powered sentiment analysis and pulse-survey tools to diagnose engagement levels and identify cultural nuances. - Examine how group dynamics, national cultures, and cultural intelligence influence team performance—both in co-located and virtual settings. - Design and implement research-backed interventions (e.g., sustainable work practices, purpose-driven goals) that enhance employee commitment and productivity. <p>2. Leadership, Culture, and Change in Multinational Organizations</p> <ul style="list-style-type: none"> - Explore leadership theories and organizational culture models with a focus on ethical decision-making and corporate citizenship. - Use AI-enabled feedback systems and cultural-fit algorithms to assess readiness for change and align structure with strategic goals. - Craft HRM practices—reward systems, talent development pathways, and sustainable career frameworks—that drive long-term retention and high performance. - Leverage digital collaboration platforms and predictive people analytics to guide change management and foster a climate of continuous improvement. <p>Participants will emerge with the ability to interpret human behavior through social science research, deploy AI-enhanced insights to shape HR strategies, and lead culturally diverse teams toward sustainable success.</p>		
LEARNING OUTCOMES	KNOWLEDGE	RAK1	Identify the latest management theories and their applicability to a global business environment, taking into account culture, technology, and the environmental setting.
		RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.
		RAK 7	Explain business decisions and practices and their economic, social, and environmental impacts, along with their ethical dimensions.
	SKILLS	RAS2	Apply data-driven analysis to improve performance metrics, taking into account organizational and sustainability objectives.
		RAS5	Implement team engagement strategies, taking into account gender differences and diversity criteria.

		RAS7	Incorporate cutting-edge technological solutions in their relevant areas of practice, taking into account relevant ethical considerations.
	COMPETENCES	RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment, focusing on innovation.
		RAC6	Promote responsible practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.
SDGS ADDRESSED	<input checked="" type="checkbox"/> SDG 1 – No Poverty <input checked="" type="checkbox"/> SDG 2 – Zero Hunger <input type="checkbox"/> SDG 3 – Good Health and Well Being <input type="checkbox"/> SDG 4 – Quality education <input checked="" type="checkbox"/> SDG 5 – Gender equality <input type="checkbox"/> SDG 6 – Clean water and sanitation <input type="checkbox"/> SDG 7 – Affordable and clean energy <input checked="" type="checkbox"/> SDG 8 – Decent work and economic growth <input checked="" type="checkbox"/> SDG 9 – Industry, Innovation, Technology and Infrastructure <input type="checkbox"/> SDG 10 – Reduced inequality <input type="checkbox"/> SDG 11 – Sustainable cities and communities <input checked="" type="checkbox"/> SDG 12 – Responsible consumption and production <input checked="" type="checkbox"/> SDG 13 – Climate action <input type="checkbox"/> SDG 14 – Life below water <input type="checkbox"/> SDG 15 – Life on land <input checked="" type="checkbox"/> SDG 16 – Peace, justice and strong institutions <input type="checkbox"/> SDG 17 – Partnerships for the goals		

TEACHING METHODS	<input checked="" type="checkbox"/> AF01-Lectures <input type="checkbox"/> AF02-Videos or videoconferences <input type="checkbox"/> AF03-Discussion groups or forums <input type="checkbox"/> AF04-Multimedia production <input checked="" type="checkbox"/> AF05-Reading texts and preparing reports. <input type="checkbox"/> AF06-Analysis of data or processes <input type="checkbox"/> AF07-Search for bibliographic information <input type="checkbox"/> AF08-External visits <input type="checkbox"/> AF09-Internships at centers or companies <input checked="" type="checkbox"/> AF10-Applied activities or exercises <input type="checkbox"/> AF11-Elaboration of glossaries or wikis <input type="checkbox"/> AF12-Roleplay and simulations <input type="checkbox"/> AF13-Workshops or seminars <input type="checkbox"/> AF14-Practical or laboratory activities <input checked="" type="checkbox"/> AF15- Personal study of contents <input type="checkbox"/> AF16- Development and synthesis <input type="checkbox"/> AF17- Intervention, research or interviews <input checked="" type="checkbox"/> AF18- Practical analysis of cases <input type="checkbox"/> AF19- Online interactive activities <input checked="" type="checkbox"/> AF20- Oral presentations <input checked="" type="checkbox"/> AF21- Exams or tests <input type="checkbox"/> AF22- Correction of exercises and follow-up <input type="checkbox"/> AF23- Portfolios or reflective diaries <input type="checkbox"/> AF24-Tutorials <input type="checkbox"/> AF25-Others	
STUDENT ASSESSMENT	SE01 - Class Participation SE02 - Continuous monitoring of work SE04 - Written Examination SE05 - Projects & activities	(30% min - 40% max) 0% (40% min - 50% max) (10% min –30% max)
GRADING SYSTEM	Please refer to the Academic Regulations for the grading system used in the Programme and further details and for information concerning absences, participation in class, plagiarism, etc.	

16635 SUBJECT RUBRIC

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ILO Code	ILO Description	Weight %	Exemplary (100%-85%)	Proficient (84%-65%)	Developing (65%-50%)	Beginning (<50%)
RAK1	Identify the latest management theories and their applicability to a global business environment	7%	Identifies ≥3 OB/leadership theories; compares across cultural and organizational settings with tech and sustainability relevance	Explains 2 theories with basic global relevance	Mentions 1 theory; limited contextual insight	No clear theory or context
RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.	5%	Links HR practices (e.g., retention, well-being) to financial viability and long-term sustainability with metrics	Describes basic HR-financial links with general sustainability mention	Mentions financial viability or sustainability without integration	No clear financial or sustainability connection
RAK7	Explain business decisions and practices and their economic	10%	Evaluates HR decisions with economic, social, environmental, and ethical lenses using real cases	Describes impacts and ethics with general examples	Mentions some impacts; lacks ethical depth	No meaningful impact or ethics analysis
RAS2	Apply data-driven analysis to improve performance metrics	20%	Uses AI tools (sentiment analysis, pulse surveys) to diagnose engagement and guide sustainable HR interventions	Applies basic data tools with some sustainability insight	Performs basic analysis; limited AI or sustainability use	Incomplete or inaccurate analysis
RAS5	Implement team engagement strategies	10%	Designs inclusive engagement strategies with gender/diversity awareness in global HR contexts	Applies basic engagement strategies with general diversity awareness	Lists tactics with minimal diversity consideration	No engagement or diversity strategy
RAS7	Incorporate cutting-edge technological solutions in their relevant areas of practice	10%	Integrates AI-enabled HR tools ethically (e.g., feedback systems, cultural-fit algorithms) with clear rationale	Uses tech tools with basic ethical awareness	Mentions tech use; lacks ethical reflection	No tech or ethical consideration
RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment	18%	Leads diverse teams using digital platforms and people analytics; fosters innovation and inclusive culture	Demonstrates leadership with some tech and inclusion	Shows basic leadership; limited tech or innovation focus	No leadership or innovation evident
RAC6	Promote responsible practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.	20%	Designs HRM systems (e.g., career frameworks, reward systems) that embed ethics and support regenerative growth	Suggests responsible practices with general ethical framing	Identifies ethical concerns; lacks strategic depth	No responsible or ethical practice proposed