Universidad de Navarra

Human Resources in the International Environment (IIMP)

Guía docente 2026-27

PRESENTACIÓN

Breve descripción:

- **Titulación**: Human Resources in the International Environment
- **Módulo/Materia**: International Industrial Management Program
- **ECTS**: 2
- **Curso:** 4th-year students
- **Semestre**: Spring semester
- **Carácter**:
- **Profesorado**: **Carlos Jambrina** (HBRP Sales&Marketing Iberia), **Iker Echarri Ruiz** (Gamesa) & **Michelle Gaisoa**
- **Idioma**: English
- **Aula, Horario**:

THIS IS A CONFIRMED 2026 SCHEDULE

Class Schedule for 4th-year students

~~**-16 May 2026 (Saturday): 9h-14h, 15h-20h AULA MASTER 1**~~

~~**-23 May 2026 (Saturday): 9h-14h, 15h-20h AULA MASTER 1**~~

RESULTADOS DE APRENDIZAJE (Competencias)

- Understand company culture and employee experience and how they influence company success.
- Engage participants in talent & leadership activities as part of company strategy.
- Explore HR digitalization strategy and consequences, including the role of people analytics.
- Navigate new organizational models and how to apply them in organizations.
- Gain knowledge about trends on global job and talent market.
- Study reskilling models and processes as part of the change management cycle in all organizations.

PROGRAMA

Module 1: World

In this module we will look at the whole ecosystem in which organizations and individuals operate. How the world has increased the pace of changed dramatically which has affected heavily the way organizations operate and individuals upskill or reskill to adapt.

Module 2: Organization

The culture of the company, how they approach the creation of value, and how they attract talent through an Employee Value Proposition. In this module we will explain how Human Resources

facilitate the company vision and mission through the different experiences and tools offered to the company community.

Module 3: Self

The relation of talent and organization has completely change, and research anticipates that the change will be even deeper in the coming years. The employees decide their journey, the companies they work for, and the time they are bounded to a project or vision. Understanding the drivers and the levers that mobilize talent is the purpose of this third module.

ACTIVIDADES FORMATIVAS

The methodology combines different teaching methodologies, such as practical case studies, group-based activities and oral presentations.

EVALUACIÓN

CONVOCATORIA ORDINARIA

- Class attendance: mandatory attendance at least 80% of sessions.
- Meaningful participation in class (30%)
- Case studies (40%)
- Final group pitch (30%)

CONVOCATORIA EXTRAORDINARIA

HORARIOS DE ATENCIÓN

Dra.....(mail@unav.es)

- Despacho..... Edificio. Planta .....
- Horario de tutoria:

BIBLIOGRAFÍA

Reference manuals:

- VV Nason, Rick (2017). It's not complicated. The art and Science of Complexity in Business. Rotman-University of Toronto Press. Localízalo en la bibliteca
- Schein, Edgar H (2016): Organizational Culture and Leadership. The Jossey-Bass Business & Management. Localízalo en la biblioteca

Reference books & articles

Module 1: World

- Edmondson, Amy C. (2019). The fearless organization: creating psychological safety in the workplace for learning, innovation and growth. Wiley & Sons.

- Yeung A. & Ulrich Dave (2019). Reinventing the organization. How companies can deliver radically greater value in fast-changing markets. Harvard Business Review Press.
- Keen, Andrew (2018). How to fix the Future. Staying Human in the Digital Age. Atlantic Books, London.

Module 2: Organization

- Coyle, Daniel (2018): The culture Code: The secret of highly successful groups. Bantam Press.
- Reyholds, Alison and Lewis, David (30th March 2017). Teams solve Problems faster when the're more cognitively diverse. Harvard Business Review.
- Mukherjee, Amit S: (26th of April 2017). The need for Culture Neutrality. MIT Sloan Management Review.
- Sull, Donald, Turconi, Stefano and Sull Charles (21st of July 2020). Culture, Does your company walk the talk?. MIT Sloan Management Review

Module 3: Self

- Buckingham, M & Goodall, A (22019). Nine lies about work: a freethinking guide to the real world. Harvard Business Review Press.
- Gino, Francesca (2018). Rebel Talent: why it pays to break the rules at work and in life. Harper Collins.
- Epstein, D (2019). Range: why generalists triumph in a specialized world. Riverhead Books.
- Chamorro-Premuzic, T (2019). Why do so many incompetent men become leaders? (and how to fix it). Harvard Business Press.