Course Description

The objective of this course is to provide an overview of Human Resources in a globalized world. Multinational corporations live and work in a global context: globalization has reshaped the world. Financial markets are increasingly interdependently and information technology have facilitated the globalization of knowledge. One of the consequences is that strategy, organizational capabilities and people management practices are intertwined.

Given this context, we understand the HR function from three perspectives: strategic, operational and anthropological. During the 20 sessions of the term, we will explain HR from these three perspectives.

In addition to that we will study the impact of this globalized scenario for the Human Resources manager: which specific capabilities she needs to develop (e.g., ability to adapt to a different cultural environments working as an expatriate, learning agility, mobility, leadership and motivation skills he needs to develop to succeed) and how to instill HR mind set in every people manager despite his function (e.g., IT, Finance, Marketing...etc).

Objectives

Following the methodology applied to all the disciplines of the Master in Business (readings, case discussions, role plays and lectures) participants are expected to get a good insight of what International Human Resources represent in any human organization (for instance, in a Hospital, in a Multinational operating in the High Tech industry or in a University). Given this context at the end of the course, participants:

- Will have learnt how to design the structure of an HR department aligned with the business strategy.
- Will have learnt the key aspects to consider when recruiting, selecting, developing, rewarding and managing teams.
- Will have developed a process to deal with difficult conversations when working with colleagues from other Departments or organizations (e.g. which steps to follow to lead, coach, guide or advice other colleagues).

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MSc in International Business

• Will have developed their own self-awareness towards people management topics despite the position they handle in the organization (not necessarily as HR Managers).

During the term, students will have to define the HR policies that they will propose for the company that they have chosen for the master thesis. Students must understand the role of HR in a globalized world in order to design ad-hoc HR practices for the business plan that they will create in the master-thesis.

Methodology

Given the three perspectives of this course -strategic, operational and anthropological- both theory and practice are equally important. The purpose of this combination is

• To learn to connect the facts and the challenges that we see in business world and the theoretical ground explaining them.
• To learn how to apply theoretical concepts to business reality.

Sessions will be a combination of lectures (45-60´ maximum) plus case studies (60´), exercises, articles, videos and the elaboration of a team project. Preparation material will be uploaded ten days in advance. Students will bring short articles from newspapers or business magazines (e.g. Financial Times, The Economist, Harvard Business Review...). These articles will be discussed during the class.

At the end of every second session, we will reflect on the takeaways of the morning, i.e. specific insights that can be applied already to the students ‘daily life.

Evaluation criteria

<table>
<thead>
<tr>
<th>Assessment element</th>
<th>Frequency</th>
<th>Compulsory</th>
<th>Due date</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation: 1. Preparing the individual assignments. Class ‘attendance-class participation).</td>
<td>Weekly.</td>
<td>Compulsory</td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>- Video</td>
<td>Each student should prepare part of it as a team activity</td>
<td>X (team activity)</td>
<td>Jan 22nd.</td>
<td></td>
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<tr>
<td>- Elevator pitch</td>
<td>Each student should prepare his/her own pitch.</td>
<td>X (individual)</td>
<td>Jan 15th.</td>
<td></td>
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<tr>
<td>- Role play</td>
<td>Each student</td>
<td>X (pairs)</td>
<td>Ongoing</td>
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<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Due Date</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Individual report</td>
<td>One report per quarter.</td>
<td>X (individual)</td>
<td>Feb 19th.</td>
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<tr>
<td>Team project</td>
<td>One team project per quarter.</td>
<td>X (team)</td>
<td>March 12th.</td>
</tr>
<tr>
<td>Final exam</td>
<td>One final written exam per quarter.</td>
<td>X (individual)</td>
<td>Date to be confirmed.</td>
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**Class participation and Individual and group assignments (20%)**

- **Class participation**: Active attendance and participation is required. Not participating will imply losing 1 point from the total grade. Participation means listening, asking powerful questions and making meaningful comments related to the topic in the class.
- **Regarding Case discussion and group assignments**: The teacher will provide business cases, which will be an illustration of a real business situation. Cases will be discussed in the class.
- **Exercises**: the participants will prepare the exercises and they will be asked to present their results to the other colleagues.

Attendance is compulsory.

**Individual report: 15% (1.5 points out of 10, which is the maximum grade)**

Individual report: participants will write two pages essay explaining which action plan they will follow as a result of the insights acquired after reading the book. The essay is individual. Due date is Feb. 19th 9.30 am. (Not presenting the essay on time will imply losing the 15% score, unless there is a medical justification).

**Team project, 15%. (1.5 points out of 10, which is the maximum grade)**

Team project: The purpose of the team project is to design and International Human Resources department. The presentation should show specifically how every policy supports company strategy.

You as a team are the experts in HR who will propose to the CEO how the Human Resources department has to be designed in order to play a key role in the success of your company. (This

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means: which kind of HR department you need to contribute to company results and employee engagement). As an example, some topics to be covered in the team project are the following ones:

- How many people does your HR department will need?
- Which position does HR has in the company orgchart?
- Which are the main characteristics of each policy?

Each team will have 5 people maximum. Teams will be the same than the ones you have created for the master thesis. Each presentation will take 15 minutes maximum.

Aspects that will be valued for the evaluation are:

- Proven understanding of the HR function in global companies
- Ability to explain the integration between HR and company strategy
- Capacity to choose the most adequate HR practice depending on sector, country, environment, company size, etc.
- How you explain your team project to the audience.

Final exam: 50%. (5 points out of 10, which is the maximum grade)

Written exam will take place at the course. It is compulsory to get 2 points in order to pass the whole subject. The weight of the exam is 5 points maximum over 10.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program.

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a 5 by default as a final grade for the course. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents


- **Course’s objectives**, deliverables and expectations’ management.
- Introduction to **How to build your message**.

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  - Video. Articles.
  - Lecture: Recruitment methods. How to choose the best method depending on business strategy and culture.
  - Company brand and employee brand. Exercise.

Week 3. Jan 22nd. Managing Global Talent: Selection and Retention
  - Selection and Retention.
  - Review of the exercise from last week: presentation of the videos about company brand.
  - Lecture on Selection processes plus role-play on interview process.
  - Guest Speaker: topic- the role of HR in a globalized market-

  - Case: Bob Knowlton.
  - Lecture: Retention versus motivation and engagement.

Week 5. Feb 5th. Reward and recognition of employees (I).
  - Presentation of the articles from Magazines.
  - Case discussion: "When salaries aren`t secret".
  - Reward and recognition methods.
  - Guest Speaker: topic- Mindfulness or how to deal with pressure.

  - Presentation of the articles from Magazines.
  - Lecture: Compensation of International Staff.
  - Discussion of the article (Perils in pay for performance).
  - Exercise: design a variable pay program.

  - Case discussion: "Rob Parson at Morgan Stanley"
  - Exercise.

  - Case discussion: "When your star performer cannot manage"
  - Lecture: performance management methods in multinational companies.
  - Assessment methods: Feedback 360°

Week 9. March 5th. Cross cultural management.
  - How to handle difficult conversations. Workshop.

Week 10. March 12th. Dealing with international teams (HR policies and practices).
  - Case discussion: "Greg James"
  - Lecture and closure of the course.
Reading Materials/ Bibliography/Resources

During the course, professor will distribute articles and readings which are not on this list. In addition to that, we will follow the book from Evans, Pucik and Bjorkman. Some chapters will have to be read before attending the sessions.

Compulsory readings:
The global challenge-International Human Resource Management
Auth.: Paul Evans, Vladimir Pucik, Ingmar Björkman.

Crucial Conversations, tools for talking when stakes are high
Auth. Kerry Patterson, Joseph granny, Ron Mc Millan, Al Switzler.

Recommended readings:
Management across cultures, Challenges an Strategies
Auth: Richard Steers, Carlos Sanchez-Runde, Luciana Nardon
Human Resources Management, gaining a competitive strategy
The HR transformation: building Human Resources from the outside in.
Auth: Dave Ulrich
The Practice of Management
Auth: Peter Drucker
Coaching for Performance: GROW
Auth: John Whitmore.
Focus, the hidden drive of excellence
Auth.: Daniel Goleman

Bio of Professor

Estíbalitz is professor of International Human Resource Management in the Master of international Businesses- since 2012. She has been professor at the School of International Trade from Pompeu Fabra University from 2008 until 2015. Currently she combines the teaching at the university with her role as Executive Director of the IESE Coaching Unit at IESE Business School. She has a PhD from IESE Business School in Mentoring and Coaching. She had previously earned a degree in Spanish language and literature from the University of Navarra. She is an ICF-accredited coach (ACTP). Estíbalitz initiated her professional career 17 years ago. Most of her professional career developed in multinational environments: she worked 10 years as Human Resources Generalist for Agilent Technologies Spain, where she dealt with organizational development, training and coaching for people managers of more than 20 different nationalities. During this period, she collaborated in the creation of the Commercial and Finance Shared Services Center for Europe, Middle East and South America. Later, she worked as trainer, associate researcher and consultant for the hospitality industry. She is the author of the book “La práctica del mentoring en la empresa” (EUNSA, 2003), and co author of “Executive Coaching” (IESE Publishing, 2015), Feedback 360 evaluation (IESE Publishing, 2017).