Course Description
The purpose of this course is to provide an overview of International 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, organisational capabilities and people management practices are intertwined.
Given this context, we understand the HR function from three perspectives: organizational, technical and anthropological. During the 20 sessions of the term, we will explain HR from these three angles.

In addition to that we will study the impact of this globalized scenario for the Human Resources ‘manager: which specific capabilities he/she needs to develop (e.g., his ability to adapt to a different cultural environment as an expatriate, learning agility, mobility, etc) and the leadership and motivation skills he/she needs to develop to succeed.

Objective(s)
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 organisation aligned with the business strategy.
- Will have learnt a method to recruit, select, develop, reward and manage teams in different Businesses and countries.
- Will have developed a process to manage conversations when working with colleagues from other Departments or organizations (e.g. which steps to follow to lead, coach, guide or advise other colleagues).
- Will have improved their own sensitivity and self-awareness about key leadership concepts when dealing with people in organisations.
**Integration between the HR discipline and the master-thesis:**
During the term, students will design an HR department integrated with the business strategy of the company that they have chosen for the master thesis. Students must understand and digest 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 - organizational, technical and anthropological - both theory and practice are equally important. That’s why the two weekly sessions will be a combination of lectures (45-60’ maximum) plus case studies (60´), exercises, articles, videos and a team project. In addition to that, 2 or 3 sessions (90´) will be delivered by experts from HR arena in multinational firms. Preparation material will be uploaded two weeks 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. The purpose of this combination between theory (lectures and readings) and practice (business cases and magazines) is the following:

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

At the end of every second session, we will reflect on the takeaways of the morning: specific insights that can be applied already to the students’ daily life and deeper reflections that will be digested during the course.

Given this context, the working plan is as follows:

**Working plan**


**Week 2. Jan 18th. Managing Global Talent: Recruitment, Selection and Retention.**
- Video. 2. Articles. 3. Lecture: Recruitment methods. How to choose the best method depending on business strategy and culture. 4. How to work on company brand and employee brand. Exercise.

Week 3. Jan 25th. Managing Global Talent: Recruitment, Selection and Retention. 1. Review of the exercise from last week: video about company brand. 3. Follow up on Lecture on Selection processes plus role-play on interview process. 4. Speaker: Ms. Rossella Truant, European HR Manager, General Electric (Money division), will talk about: the new Performance Management System introduced at GE.

**Week 4. Feb 1st. Reward and recognition of employees (I).**
1. Presentation of the articles from Magazines. 2. Case discussion: "When salaries aren’t..."
secret”. 3. Session with guest speaker about the role of HR function in company splits in the high tech sector (Judith Contreras, European HR Manager, Keysight Technologies).

Week 5. Feb 8th. Reward and recognition of employees (II).
1. Presentation of the articles from Magazines. 2. Lecture: Compensation of International Staff. 3. Discussion of the article (Perils in pay for performance). 4. Exercise: design a variable pay program.


Week 8. Feb 29th. Title: Cross cultural management.

1. Lecture. 2. Workshop. 3. Session with guest speaker on Mindfulness


Team project presentations will take place out of schedule.

Evaluation criteria:
The course has a theoretical and practical approach, so the score will be based on both areas. Attendants have to participate during the class and will have to prepare an essay by Feb 22.

Class participation, (20%) (Discussion of business cases, articles and exercises during the class: 2 points out of 10, which is the maximum grade).

Active attendance and participation is required. Not participating will imply losing 1 point from the total grade.

Class participation implies the following:
Case discussion: The teacher will provide business cases, which will be an illustration of a real business situation. Cases will be discussed in the class.

Articles: participants will provide articles from magazines and business reviews to be presented and discussed in the class by themselves.

Exercises: the participants will prepare the exercises and they will be asked to present their results to the others.

2. Individual report: 10% (1 point out of 10, which is the maximum grade)

Individual report: participants will write two pages essay explaining which are the key learnings that can be applied in human organizations when dealing with people. The essay is individual. Due date is Feb. 22, 9.30 am. (Not presenting the essay on time will imply losing the eligibility to get the full score, unless there is a medical justification).

3. Team project, 20%. (2 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 and its integration with company strategy. 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 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 will be the integration between HR department and the top management?
- 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 organized 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.
- Ability to explain to the audience (reading the presentation instead of telling will imply loosing part of the total grade for the team project).
3. Final exam: 50%. (5 points out of 10, which is the maximum grade)

Written exam will take place at the end of March. **Getting 2, 5 point over 5 in the written exam is not equal to passing the whole subject.** The weight of the exam is 5 points maximum over 10.

5. Bibliography and teaching resources

During the course, professor will distribute a package of articles and readings, which are not on this list.

In addition to that, we will follow these ones:

**Compulsory readings:**
- Shackelton’s incredible voyage. Endurance
  Aut. Alfred Lansing.
- The global challenge-International Human Resource Management
  Auth.: Paul Evans, Vladimir Pucik, Ingmar Björkman.

**Recommended readings:**
- Management across cultures. Challenges an Strategies
  Auth: Richard Steers, Carlos Sanchez-Runde, Luciana Nardon
- Human Resources Management, gaining a competitive strategy
- Crucial Conversations, tools for talking when stakes are high
  Aut. Kerry Patterson, Joseph granny, Ron Mc Millan, Al Switzler.

**Other readings used during the term:**
- HR transformation: building Human Resources from the outside in.
  Auth: Dave Ulrich

- The Practice of Management
  Auth: Peter Drucker
Coaching for Performance: GROWing Human Potential and Purpose - the Principles and Practice of Coaching and Leadership (4th Edition) (People Skills for Professionals)


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. This Unit provides executive and leadership coaching to executives and managers from all over the world participating in IESE educational programs in Barcelona, Madrid, New York, Munich and Sao Paolo.

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.

Her areas of interest are in the field of executive coaching in Business Schools. She is the author of the book “La práctica del mentoring en la empresa” (EUNSA, 2003), and “Executive Coaching” (IESE Publishing, 2015).