Course Description
The purpose of this course is to provide an overview of Human Resources from a general management perspective. 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, the three perspectives will be explained and discussed: Human Resources practices (recruitment and selection, reward and recognition, training and development, performance management) will be explained.

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 environments working as an expatriate, for instance) 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 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) and which is the impact of the HR function.

At the end of the course participants will have learnt the following:

• Which are the key challenges of International Human Resources Management function.
• Key roles and responsibilities of the HR Function and its impact in a globalized business environment.
• To have a roadmap to apply when recruiting, selecting, developing, rewarding and managing their teams in different businesses and countries.
• Differentiate between motivating employees individually and building a motivating framework for employees to motivate by themselves.
Integration between the HR discipline and the master -thesis:
Human Resources discipline has a big impact in business environment. The main reason is that HR is about how you deal with human beings within an organization. That´s why all the aspects covered during the term should be taken into account when preparing the master thesis.
It is recommended that participants will design an HR department for the business plan that they will prepare at the end of the master. Participants can apply the three levels that will be covered during the course -organizational, technical and anthropological- and explain how the integration of these three levels within the company is a real source of added value and tangible results for the company.

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´) plus exercises, articles, videos and a team project.

Professor will upload two weeks in advance the articles and case studies that should be prepared before the sessions. Students are expected to bring short articles from newspapers or business magazines (e.g. Financial Times, The Economist, Harvard Business Review...) that 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:
• 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 in the real world.
(All these facts should be integrated into the people management and Human resources context).
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 business reality or deeper reflections that will be digested during the course.

Given this context the working plan is as follows:


MSc in International Business

WSI Peek 4. Feb 3rd. Title: Salary and Social Benefits.

week 5. Feb 10th. Title: Salary and Social Benefits (II)

week 6. Feb 17th. Title: Training and Development.


week 8. March 3rd. Title: Cross cultural management. The Leadership skills of the HRManager
Case discussion: “The floundering expatriate”.

week 9. March 10th: Title: The Leadership skills of the HRManager (II).
Case discussion: “Career transition”.

week 10. March 17th. Title: team project presentations.

Evaluation criteria:

The course has a theoretical and practical approach, so the score will be based on both areas. Attendees have to participate during the class and will have to prepare an individual report on the book Drive by mid February. The course's final grade will be based on four parameters:

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 1,5 points 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 during the class.

Articles: the 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: each of you will have to read the book "Drive". A written report of this book analyzing the concept of motivation and leadership presented in the book and the key leanings to be applied to any human organization will be presented by Feb 17th.

The report will have two pages maximum and will have to be delivered by Feb. 17th.

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 the Human Resources department of an organization. It can be multinational, local, new venture, a divestiture from a big company...it can be a manufacturing company, or a company operating in the fashion sector, automotive, internet...whatever you prefer.

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. (That 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? According to the profile (business, revenues, product, and size....etc) which will be the main characteristics of each HR policy: staffing, compensation, labor relations, development, training, HR administration? Are you considering outsourcing of some HR functions? Will you promote internal hiring? Are you considering involving third parties in the hiring process? How are you going to decide which salaries are the right ones?

Each team will have 5 people maximum. Each team must be composed by different colleagues to the ones you work with for the master thesis.

Each team will have to make a presentation of 15 minutes maximum to the class mates at the end of the term (March 17th) The most important aspect is the content and the way it is presented;
3. Final exam: 50%. (5 points out of 10, which is the maximum grade)

Written exam will be done at the end of the course. **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 a package of articles and readings will be distributed. In addition to that, the following books will be used:

**Compulsory readings:**
*Drive*, (the surprising truth about what motivates us) (compulsory)
Auth.: Daniel Pink

*Human Resources Management, gaining a competitive strategy*

*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
Crucial Conversations - tools for talking when stakes are high-
Auth.: Patterson, Grenny, Mc Millan, 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

Estibalitz Ortiz is professor of People Management at the School of International Trade (ESCI-UPF) since 2008.
She is professor at the Barcelona School of Management since the 1st edition (2012-2013).
She holds a degree in Spanish Literature and a PhD in Mentoring by IESE Business School (University of Navarre).
She has worked as HR Generalist in the High Tech sector (Agilent Technologies, 1999-2009), designing human resources policies and guiding business managers from more than 20 nationalities when dealing with their teams to apply Human resources practices.

She has been professor of Human Resources at the International University of Catalonia (2009-2012) and has worked as program designer and trainer in the hospitality sector in Spain (2007-2012).

Since 2013 she combines her collaboration as a professor in the Master in International Business with her work as Executive Director of the Coaching Unit at IESE Business School, where she coordinates all the coaching activity delivered for Executive Education programs through a team of executive coaches. (She is a coach herself- ACTP by ICF). Her main areas of interest as far as academic research is related are: Training and Development in international environments and the study of the main characteristics of Executive Coaching in Business Schools.