

40331 - International Talent Management

TEACHING PLAN

1. Basic description

Name of the course: International Talent Management

Area: International Business

Profile: Management

Academic year: 2022-2023

Term: 1st.

Degree: Bachelor's Degree in International Business and Marketing

Code: 40331

Number of credits: 4

Total number of hours committed: 100

Language: English

Lecturer: Nia Plamenova

Timetable: SIGMA Schedule

Office hours: Thursday 1.00–2.00 pm (by appointment)

2. Presentation of the course

This course aims to give a comprehensive overview of Human Resources Management. We will analyse the HR function from two perspectives:

1. Integration between people management and company strategy.
2. Main principles, policies, best practices and tools in Human Resource Management.
3. Key trends and challenges in people management from the point of view of the organization.

Human Resources is a key strategic tool for every successful company. HR managers are tasked to prepare strategic HR action plans to support the company's business strategy.

This course takes a theoretical and practical approach that integrates the key aspects for implementing HR functions in real-life management scenarios. It also has an international perspective, since most of you will work either for multinational companies or in other countries.

During the course lectures and seminars, theory and practice will be applied to show the main aspects of each policy and how they are applied.

Exercises, case and reading discussions will be delivered to facilitate understanding of people management.

PREREQUISITES

Students should have a sound grasp of international operations management, good communication skills and a keen interest in exploring how management employees build and contribute towards organisational effectiveness.

In addition, you will find it useful to have an understanding of what working for a company actually implies. Some professional experience (no matter what size of company, type of work, function, etc.) will be very helpful in putting the function of HR into the right context.

OBJECTIVES

A key course objective is to show that HR management is an effective strategic organisational factor in alignment with business strategy. You should

1. Understand the role of HR within the firm and its integration with company strategy.
2. Develop the necessary skills to perform the HR function.
3. Learn how HR should be a key partner in every business decision.

4. Gain an overview of the major areas of HR. These areas include job design, recruitment, selection, performance management and appraisal, training and development, networking, emotional intelligence, talent management, career planning and strategic HR management.
5. Stay up to date with social, economic, legislative and technological trends that impact on HR in several sectors.
6. Apply the techniques of HR management gained through this course to the discussion of HR management issues and the resolution of typical case problems, opinions and negotiation.

3. Competences to be worked in the course

General competences	Specific competences
<p style="text-align: center;">Instrumental competences</p> <p>G.I.2. Ability to relate concepts and knowledge from different areas. G.I.3. Ability to organise and plan. G.I.5. Ability to take decisions within complex and changing environments.</p> <p style="text-align: center;">General personal competences</p> <p>G.P.1. Ability to adapt, lead and work in a group that is multicultural, interdisciplinary, competitive, changing and complex in nature. G.P.2. Ability to manage behaviour and emotions. G.P.3. Moral commitment and ethical sense. G.P.4. Critical attitude. G.P.5. Capacity for empathising.</p> <p style="text-align: center;">Generic systemic competences</p> <p>G.S.2. Ability to observe. G.S.4. Entrepreneurship. G.S.8. Respect towards gender differences, environment and security at work.</p>	<p style="text-align: center;">Professional competences</p> <p>E.P.2. Ability to analyse different economic and business information when taking company decisions. E.P.13. Improvement of communication and negotiation skills, both oral and written. E.P.15 Acquire the ability to express ideas and emotions orally and in a written form, use an organised approach and strategically plan behaviour. E.P.16 Adapt the communication style to different audiences, understand cultural differences in communication and convey multicultural abilities.</p>

The above competences reflect the basic competences set out in Royal Decree 1393/2007, namely:

- a. Competence to **comprehend knowledge, on the basis of general secondary education.**
- b. Competence to **apply knowledge** to day-to-day work in international management or marketing, in particular the ability to develop and defend arguments and to solve problems.
- c. Competence to **gather and interpret relevant data**, enabling the development of critical judgements on the economic and social reality.
- d. Competence to **communicate and transmit information** (ideas, problems, solutions) to a specialist and non-specialist audience.
- e. Competence to **develop learning activities** in a relatively autonomous manner.

Other competences that will be developed during this course include the following:

Ability to search for, analyse, assess and summarise information (G.I.1)

Ability to solve problems (G.I.4)

Ability to develop, present and defend arguments (G.I.6)

Ability for self-learning (G.S.5)

Ability to apply global knowledge, information and principles to local environments (E.P.12)

Ability to get information and research into different information sources (E.P.21)

Basic competence: **understand and comprehend**

I.General competences G.I.3, G.S.2.

Basic competence: **apply the knowledge acquired**

I. General competences G.I.2,

Basic competence: **gather and interpret data**

II. Specific competences E.P.2

Basic competence: **communicate to each other and transfer information**

I. General competence G.P.5

II. Specific competences E.P.13, E.P.15, E.P.16

Basic competence: **develop learning activities**

I. General competences G.I.3, G.P.4

Competences that hone graduates' professional profile which are not included under basic competences
In general, these competences combine the following key elements for honing students' professional profile in the area of international business and marketing:

- Provide students with the capacity to adapt to dynamic teams and environments.
- Provide students with the capacity to create their own integral vision of the operation of a business or international marketing project.
- Provide students with the capacity to take complex decisions and carry out negotiation processes.

I. General competences G.I.5, G.P.1, G.P.2, G.S.4, G.S.8

Learning outcomes

Learn the functions of the personnel area in the company. Selection, training, remuneration and promotion of persons.

Cessation of work activity and rotation.

Evaluate performance.

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

4. Contents

TOPICS COVERED

- Human Resources Management: areas and policies. Strategic Alignment.
- Current trends and issues in international HRM
- Designing Motivating Work
- Human Resources Planning and Forecasting
- Recruitment and Selection of Personnel
- Training and Development
- Talent Management
- Employee Performance, Reward and Recognition
- Termination of employment and Rotation.
- Career Development and Career Paths

5. Assessment

This course has been designed to facilitate students' continuous learning. Students will be evaluated weekly, both in terms of class participation in lectures and in all seminar activities. The purpose of the seminar activities is to learn by doing and to work with hands-on information, as well as practical tools and materials from the world of HRM. The aforementioned competences will be trained and evaluated throughout the whole course.

Assessment elements and activities	Time period	Assessment agent			Type of assignment	
		Lecturer	Self-assessment	Peer assessment	Individual	Team

Readings, activities, analysis, presentations and delivering seminar exercises on AULA ESCI-UPF + participation in class	Every week	X				X
Final Team Project	Final session: presentations	X		X		X
Final written exam	ESCI will set the date for the final exam					X

The minimum passing grade for the final written exam is 5.0. In case this minimum is not obtained, the exam grade will also be the final grade for the subject (regardless of the continuous evaluation).

Students who do not do the final exam will receive a "No Show" grade.

Seminars, readings, roleplays and teamwork activities cannot be redone.

Working competences and assessment of learning outcomes:

	GI2	GI3	GI5	GP1	GP2	GP3	GP4	GP5	EP2	EP13	EP15	EP16	GS2	GS4	GS8
Seminars															
Readings and discussion	X					X	X			X	X	X			X
Seminar assignments	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Final Team Project	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Lectures															
Class participation	X			X		X	X			X	X	X			

Final exam	X	X			X	X	X		X	X	X				

Total or partial copy and/or plagiarism will imply a failure in the subject with a final grade of zero points and no access to the make-up exam. According to the academic regulations specified in the Disciplinary rules for students of Universitat Pompeu Fabra, other additional sanctions may apply depending on the seriousness of the offence.

6. Bibliography and teaching resources

- Evans, P. Pucik, V. & Bjorkman, I. (2011) The global challenge. International Human Resource Management. New York, NY: McGraw-Hill
- Goleman, D., Katzenbach, J. R., Kim, W. C., & Mauborgne, R. A. (2011). *HBR's 10 Must Reads on Managing People (with featured article "Leadership That Gets Results," by Daniel Goleman)*. Harvard Business Press.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), 1264-1294.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
- Steers, R., C. Sanchez-Runde, and L. Nardon. *Management across Cultures: Challenges and Strategies*. Cambridge: Cambridge University Press, 2010.
- Wright, P. M., & Boswell, W. R. (2002). Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of management*, 28(3), 247-276.

Other resources

AULA ESCI-UPF, articles and videos presented during the class.

7. Methodology

Lectures (all students)

The lecturer will deliver 10 lectures which will focus on the theoretical foundations behind People management and the HR function. The content will also include practical and real-world examples which will help students connect theory to application, fostering a general understanding of international people management. Some of the lectures will require preliminary reading.

Seminars (in groups)

A total of 9 seminars will be carried out, each seminar connected to the preceding lecture. Most of the seminars will require preliminary preparation- students should review, analyse and study the material presented during the lectures.

Seminars will serve to understand and apply the theoretical knowledge acquired in the lecture at a more practical level through case discussion, individual and team exercises and role-plays. Seminar exercises and outputs must be uploaded to Aula ESCI.

FINAL TEAM PROJECT: The most important activity of the seminars will be the FINAL TEAM PROJECT. The professor will assign teams of no more than 5 people (with sufficient time in advance before the final team project presentations). Each team must choose a real company and gather as much information as possible on one specific HR area (for example selection, training or performance appraisal). This information needs to be synthesized, organized and explained to create a clear outline of how the company applies the specific HR practices. Then the students must do a SWOT analysis of the implementation of the HR practices by identifying what are the strengths, weaknesses, opportunities, and threats for the company's functioning. If necessary, the confidentiality of the company must be respected and guaranteed by the students by omitting data that may identify the organization.

The expected output from the project is 1) a written report to be uploaded to Aula ESCI and 2) a class presentation that will be done in the final seminar.

The following criteria will be applied to evaluate the projects:

- 1) understanding of the chosen HR area
- 2) specificity of the information provided
- 3) depth of the SWOT analysis
- 4) clarity of the presentation and the written report.

8. Scheduled activities

DATE	Topics	Details
20.09.22	Topic 1. Course introduction. Strategic HR Management. Alignment between organizational strategy, culture and people management.	Presentation and syllabus overview. Human Capital and the value of managing it well. Strategic alignment and principles of managing the human resources of a company. Organizational culture and people management. Schein's model of organizational culture. Aligning culture with business strategy.
27.09.22	Topic 2. HRM areas and practices. Competence-based management. Trends.	Overview of HR policies and practices. Competency models. Psychological contract. Relevant trends that are currently having an impact on HR practices (e.g. automation, social media, people analytics, remote work, coaching, mentoring and reverse mentoring, sustainability).
Seminar 1	Discussion and teamwork: Reading 'Real Masters Multiculturalism'?	
4.10.22	Topic 3. Job design and motivation.	Main theories of motivation. Job design models: the old and the new. Job specification, job rotation, job enrichment. Employee engagement and empowerment.
Seminar 2	Teamwork: Job Redesign	
11.10.22	Topic 4. Planning and forecasting. Attracting and recruiting talent	Recruitment methods. Types of recruiting (internal, external, e-recruiting, headhunting, referrals). Social media for recruitment and selection.
Seminar 3	Designing a recruitment process aligned with the objectives of your business	
18.10.22	Topic 5. Selection methods	Job-Person fit. Behavioral and situational interviews; probing questions. Assessment centers. STAR Methodology for answering situational and behavioral questions. Designing interviews. Selection and recruiting via artificial intelligence: for and against
Seminar 4	Interview role-plays.	
25.10.22	Topic 6. Training.	Types of training. Training needs analysis. Training design and implementation.

		Engagement- adapting training methodologies and objectives to the company needs. Measuring the effectiveness of training.
Seminar 5	Designing an outline for a short training program. Presentations in class Materials: Guide for training design	
8.11.?22	Topic 7. Performance appraisal and feedback.	Types of Performance Appraisal systems- the old and the new. Feedback, employee orientation and evaluation.
Seminar 6	Presentations and analysis of real life performance appraisals	
15.11.?22	Topic 8. Job evaluation, compensation and salaries.	Job evaluation, employee retention, rewards and recognition. Formation of salaries, salary negotiation. Reading: ?Does Money Really Affect Motivation? A Review of the Research?
Seminar 7	Group Excercice and discussion: Rewards & recognition: distributing bonuses.	
22.11.?22	Topic 9. Cessation of work activity. Rotation & retention. Career paths and employee development.	Termination policies, exit interview, and impact on the organization. Strengths-based management, career development. Matching values, interests and aptitudes to the optimal career for your employees.
Seminar 8	Case Study: Can You Fix a Toxic Culture Without Firing People?	
29.11.?22	Topic 10. Internal communication. Revision and wrap up.	Communication and networking at the organizational level. Revision of the material and preparation for the exam.
Seminar 9	FINAL TEAM PROJECTS Presentations	