

## Global and strategic people management

**Master's degree in:** Human Resources and Talent Management

**Subject:** Human Resources strategic management

**Credits:** 6 ECTS

**Program:** Master in Human Resources

**Modality:** On-campus Full-Time / Hybrid-Learning

**Semester:** First

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

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## 1. Presentation

The fundamental objective of the course Global and Strategic People Management is to delve into the global and international dimensions of people management within organizations. With globalization, certain elements of the environment gain special relevance for organizations. In the 21st century, all organizations have a dimension that goes beyond the physical location of their headquarters: they buy, sell, produce, transform, or transport their products and services to areas distinct from their place of origin. This has a clear impact on the management of their human teams. Consequently, managers today need to develop intercultural competencies to work effectively in international missions or multicultural teams and thus compete successfully or collaborate with their stakeholders, competitors, suppliers, partners, etc.

In the wake of the global pandemic, the world of work is undergoing a significant transformation that is directly affecting the way organizations operate and are led. In this context of transformation, excellence in managing and leading people has become increasingly important. In this sense, managing human capital is key to achieving organizational goals. People are the most important asset of companies. It is essential to align people management with organizational strategy to contribute to business objectives. Research shows how effective people management contributes to organizational productivity, quality of work life, and overall company performance.

Additionally, this course aims to holistically include the importance of project management focused on sustainability in general, and specifically regarding economic, social, and environmental impact (UN SDG 8).

## 2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

### 2.1. Knowledge

- |       |   |
|-------|---|
| RAT 1 | The graduate will be able to provide a strategic vision of work procedures and systems in the business context.   |
| RAT 2 | The graduate will be able to identify relevant ideas and opinions on strategic human resources and talent management.   |
| RAT 3 | The graduate will be able to identify relevant problems related to human resources management in organizational environments.                                   |
| RAT 4 | The graduate will be able to identify the problems and difficulties involved in the management of human resources due to the organization's cultural diversity. |

- RAT 5 The graduate will be able to distinguish the compensation policies of the organization, with an in-depth knowledge of the concepts that make up the wage bill and staff costs.
- RAT 6 The graduate will be able to describe the job profiles in order to adapt them to the company's strategic and competitive objectives.
- RAT 7 The graduate will be able to assess the implications of legal-institutionalcultural contexts on people management
- RAT 8 The graduate will be able to explain the strategic human resources management theories.

## 2.2. Skills

- RAT 9 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 10 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 11 The graduate will be able to organize the roles and responsibilities in a human resources department taking into account the employees' capabilities as well as the organizational needs.
- RAT 12 The graduate will be able to apply professional methods and criteria to analyze and solve problems related to the strategic management of human resources.
- RAT 13 The graduate will be able to apply the labor legislation to the management of human resources in organizations.
- RAT 15 The graduate will be able to use innovation in the strategic management of human resources, people development and talent management.
- RAT 16 The graduate will be able to organize the different functional and business areas in order to have a positive influence on the organization's procedures and people.

## 2.3. Competences

- RAT 17 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.

- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will be able to create a control system for the implementation of human resources policies.
- RAT 21 The graduate will be able to design indicators, scorecards and processes as a means of measuring the results of people, programs and human resources projects at the organizational level.
- RAT 22 The graduate will be able to design career plans for each job position with the skill profiles required by the organization.
- RAT 23 The graduate will be able to design recruitment and selection processes to ensure efficient human resources hiring.
- RAT 24 The graduate will be able to estimate human resources costs and their impact on the company's overall costs.
- RAT 25 The graduate will be able to design methods for the generation of job opportunities that meet the needs of the organization.

### 3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 1 The graduate will be able to accurately identify the state and trends of the labor market by using indicators.
- RAM 2 The graduate will be able to apply human resources systems and policies within an organization to maximize its competitiveness through the completion of practical cases.
- RAM 4 The graduate will be able to appropriately identify the best way to align the strategy and management of human resources and talent with the strategic needs of human capital through practical exercises applying HR management techniques.
- RAM 5 The graduate will be able to accurately integrate the strategies and needs driven by various stakeholders and interest groups into the company's approaches concerning collective bargaining processes and people management through the analysis of real cases.

## 4. Contents

- **Topic 1: Organizing the Human Resources Function to Provide Value**
  - Global and strategic context of organizations in the current environment
  - Organizational design and types of international companies in VUCA environments
  - Roles and functions
- **Topic 2: Human Capital as a Source of Competitive Advantage**
  - Concept of human capital
  - Strategic importance of human resources
  - Sources of competitive advantages
- **Topic 3: Global Strategies in Human Resources**
  - Provision of human resources for global markets: recruitment and selection of personnel. Onboarding processes.
  - Training, development, and career paths in global and flexible contexts.
  - International management of employee performance.
  - International compensation and benefits.
  - Performance-based pay.
  - High-performance work systems.
- **Topic 4: Key Elements for the Success of a Human Resources Strategy in a Global Company**
  - Alignment with business strategy
  - Understanding of global organizational culture
  - Flexibility and adaptability
  - Management of diversity
  - Communication, context, and implications of doing business abroad
  - Virtual and multicultural workgroups. Managing global teams.
  - Leading global organizations and developing global executives.
- **Topic 5: Formulating and Implementing Human Resources Objectives and Strategies**
  - Analysis of human resources needs
  - Definition of clear objectives (SMART)
  - Development of talent management strategies
  - Organizational culture and values

## 5. Methodology



	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

## 6. Grading system

### Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

#### Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

## 7. Bibliography

- Bohlander, G.; Snell, S.; Sherman, A. (2001). "Managing Human Resources." 12th Edition. Thomson, Cengage Learning.
- Dolan, S.; Valle, R.; Jackson, S.; Schuler, S. (2010). "How to Attract, Retain, and Develop Human Capital in Times of Transformation." 3rd Edition. McGraw-Hill Interamericana.