



Facultat de Dret – Grau en Relacions Laborals

Pla docent de l'assignatura
People Management and Globalization (21812)

Curs 2013-2014

People Management and Globalization

Degree/study: Degree in Labour Relations

Year of study: 3rd and 4th year

Term: 2nd

Number of ECTS credits: 4

Language of Instruction: English

Professors

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Contacting us

I am looking forward to meeting you during the course. If you have a question regarding the course, please consult the syllabus. If the question is not answered by the syllabus, please come to my office hours or write me an email. For emails that contain questions that I believe are of general interest, I will post the question (anonymously) and the corresponding answer to the discussion board on Aula Global. This way, I make sure that everyone has the same information at the same time. For questions that are not of general interest but specific to you, I will either email you with the reply or I will ask you to come to our office hour. Please note that all communication regarding the course will be addressed to your student email address from UPF. Please check this email regularly or automatically forward it to an address that you check regularly. If you are an exchange student, you will also be assigned a UPF email address, which will be the email used for communicating all information regarding the course.

Time of sessions:

Thursdays, 13:00-15:00 (week 1 & 2 only)

Fridays, 15:00-17:00 (week 1 to 10).

1. Course description

In today's global market more than ever, individuals are the most vital factors shaping organizations' success or failure. Decisions that involve selection, training, job assignments, expatriation, and, in some cases, separation of employees have crucial consequences for businesses. These consequences do not only involve financial gains or losses and have legal implications but also affect individuals and their motivation and ability to be productive and satisfied persons. Effectively managing people in our globalized world thus requires an appreciation of how Human Resource decisions are shaped by and shape individuals' cultures, languages, perspectives, motivation, well-being, productivity, and sense of identification with the organization they work for. This course offers the latest psychological perspectives on the main challenges in People Management; starting with an individual's entry into an organization all the way until her exit. By the end of the class, you will have a deep understanding and basic hands-on experience with regard to hiring, compensation, motivation and well-being, organizational exit, and many more management practices in light of the empirical evidence that supports or discourages their use.

2. Competences

By following this course, students will be able to acquire or expand a number of general and subject-specific competences.

General

- Understanding and correctly interpreting academic writings.
- Being able to justify and defend your position using coherent arguments.
- Developing reasoning and critical thinking abilities in order to analyze controversial issues.
- Accepting the diversity of opinions as a fundamental ingredient of academic life and as an essential component of contemporary society. Being able to form your own opinion while respecting the diverging opinions from others.
- Reinforcing your habits of self-discipline, self-control, and rigor in completing academic work and in managing your time schedule.
- Having a proactive attitude toward learning about the topics you do not know and toward the learning process and/or professional activity more generally.
- Being able to make creative use of the knowledge and concepts learnt in the course. Being able to adapt those to novel and original situations.
- Being able to demonstrate a level of knowledge that is sufficient for professional action.
- Being able to select and use the appropriate information to formulate adequate solutions to problems.

Specific

- Develop strategies for managing people in the globalized world.
- Apply techniques of people management to different situations and cases

3. Content

People Management and Globalization 21812 – 2013/2014 2nd Term

Topic 1: Conceptual Foundations of People Management

- Understanding people in organizations: Individual differences in personality, intelligence, and emotional competences
- Jobs in their organizational context
- Globalization and cultural differences
- Happiness and job satisfaction

Topic 2: Getting People In: Recruitment and Selection

- Hiring process
- Selection procedure, criteria, and tools
- Hiring goals and philosophies

Topic 3: Getting Great Results for the People and the Organization

- Motivation and compensation
- Managing and evaluating performance
- Psychological pitfalls in evaluating people: Stereotypes, prejudice, and discrimination
- Employee training
- Development, mentoring, and coaching

Topic 4: Managing Goodbyes: Employee Separation

- Temporary goodbyes: Managing expatriate assignments and re-entry
- Involuntary separation: Layoffs and discharges
- Voluntary separation: Turnover and retirement

4. Evaluation

4.1 Evaluation components

The grades will be based on the following components:

1. Group project (50%)
2. Final exam (50 %)

The overall grade for the course is the total of the grade obtained for the group project and the final exam. In order to pass this course, students need to meet both of the following criteria:

- a) The overall average grade has to be at least 5.0 or higher AND
- b) The grade on the final exam is at least a 4.0 or higher

If the overall grade is below 5.0 or if the student achieves a grade on the exam below 4.0, the student does not pass the course.

Additionally, I will be discussing questions related to the class readings on occasion during the theory sessions. I strongly encourage students to do the readings in advance and engage in these discussions. In case I feel that a student or a handful of students participate excellently during class, I will award bonus points towards your final grade.

In order to facilitate the discussion and to be able to track your participation, I kindly ask that **you use a name tag.**

4.2. Group project

I will form study groups of 5-6 students. These groups will be formed in the second week of the course. The study groups will be responsible for preparing the reading assignments for the respective sessions. The same study groups will also be used to perform the group project including the written group report and the group presentation.

Goal. The goal of the group projects is to apply what you have learned in the course to analyze and optimize one management practice of your choice (e.g., Selection and Hiring, Training and Development, Measuring and Managing Performance, Compensation and Motivation, Employee Separation) of a real organization.

Method. To that end, student groups have to find an organization and collect as much information as possible about a certain management practice within this organization (e.g., hiring). This information should include interviews with at least three different members of the organization. It can of course also include any other type of information the study groups see fit, including surveys, observations, performance data.... Therefore, it is ideal, if groups chose an organization that they have good access to and can obtain a lot of information about (e.g., because they work or worked for this organization, did an internship there, know someone who works there, etc.). Groups are asked to diagnose the strengths and weaknesses of the organization's current practices in a given people's management area (e.g., hiring) using the theories, concepts, and research findings encountered during the course and to provide recommendations based on both the scientific evidence and the specifics of the organization on how to improve the current practice.

Deliverables. The grade for the group project will be based both on the written group report (50%) and on the presentation of the group project during the final part of the course (50%). Specific information about the format of these deliverables will be provided once the groups are formed.

4.3. Final exam

The final exam will be a Multiple Choice Exam featuring questions encompassing the totality of the content covered in the theory sessions, seminars, and obligatory readings for this class.

Knowledge is knowing what you know and what you don't know! Therefore, the grading scheme for the final exam will be based on Certainty-Based Marking (CBM), a method that uses the students' certainty of their answers as a moderating factor in their final mark. Experiments making use of confidence judgments in marking tests have repeatedly shown that this method stimulate more careful thinking and learning than simple (right/wrong) marking, and to provide more reliable assessment of the students true knowledge of the course.

How does it work concretely?

In CBM, students select both an answer and their level of confidence: they score full marks for knowing that they know the correct answer, some credit for a tentative correct answer but are penalized if they believe they know the answer but get it wrong. Here is the scoring scheme that will be used for the final exam:

If you think your answer has a probability of being correct of...	You should select a Confidence level of...	if your answer is correct you will score ...	if your answer is wrong you will score ...
less than 67%,	1 (Low)	1 point	0 point
67-80%	2 (Medium)	2 points	-2 points
greater than 80%.	3 (High)	3 points	-6 points

Students are strongly encouraged to try out CBM for themselves before the exam! This can be achieved on the website (www.ucl.ac.uk/lapt) using any of a range of exercises in different fields. I recommend completing the economics exercises module at <http://www.ucl.ac.uk/lapt/laptlite/sys/run.htm?kaplan> or one of the other exercise sets. Additionally, I will occasionally present example questions at the beginning of the theory sessions so that you get acquainted with the type of questions and can train using the CBM answer system.

4.2 Recovering a failing grade

Under some conditions, students who failed the course will be authorized to take an additional evaluation. The additional evaluation will be a written exam taken during the third trimester of the academic year.

Only students that have participated in the course and the evaluations activities will be authorized to take the additional evaluation, as stated in the following article of the Agreement of the Government Council (Article 11.4.2)

“Podran concórrer al procés de recuperació tots els estudiants que, havent participat a les activitats d'aprenentatge i avaluació durant el trimestre, hagin obtingut la qualificació de suspens de l'assignatura corresponent en l'avaluació trimestral. No hi podran concórrer els que no hagin participat en les activitats d'aprenentatge i avaluació o hagin renunciat a l'avaluació.”

It is understood that students have participated in the learning activities and continuous assessment during the term when they have attended class and have completed the exercises and other classroom activities. I understand that students have attended the final examination when they hand it out.

More concretely: to be **eligible** to take the recovery evaluation, students must meet ALL of the following conditions:

- the student has completed the group project
- the student has taken the April exam

Since, as it is stated in the above mentioned article, only those students who have failed the whole subject may participate in the process of recuperation, there will be no opportunity to participate for improving the grade if initially it is equal to or higher than 5.0.

Provided that a student is eligible to take the recovery examination, the grade obtained **at the additional examination will be the final grade for the course,**

People Management and Globalization 21812 – 2013/2014 2nd Term

whatever the initial grades for the different activities of the course. This implies that no component of the initial grade will be kept – in other words, all the activities of the course can be recovered, provided that the student is eligible to take the recovery examination.

For students who will participate in exchange programs recognized by the Faculty in the 3rd trimester and therefore cannot attend the additional examination, special arrangement will be made between the instructor and the student. Students that fall in this category should let the instructor know within 7 days of their grade being posted on Campus Global. Failure to do so implies that no extra arrangement will be made.

5. Bibliography and material

5.1. Recommended bibliography

This course is not based on a single textbook but instead uses a careful selection of articles. This includes a mixture of articles that are more research orientated and some that are more oriented towards (managerial) practice. There is a set of compulsory readings. These are the readings that everyone is expected to read and to prepare. For compulsory readings, there will be preparation questions that need to be answered and submitted prior to the session for which the reading is assigned. Content from the compulsory readings will be tested for in the final exam.

In addition, there is a set of additional, optional readings that serve as resources that students can consult at their own discretion if they are interested in further exploring a certain topic. These additional, optional readings will not be tested in the exam.

To the extent possible, I will make the assigned reading available for download on Aula Global. Some of the readings can be a bit challenging and I therefore encourage you not to wait for the last minute before starting to read the material for a session.

6. Methodology

This course consists of a series of theory sessions covering the core theoretical issues by presenting central constructs, discussing important theoretical frameworks, and revisiting seminal research studies.

7. Schedule

Note: This schedule is tentative and may be subject to change. Please consult Aula Global for the most up-to-date version.

Week 1

Theory 1: Course Introduction and Overview: Making the Case for Evidence-Based People Management

Theory 2: Understanding People (in Organizations): Individual Differences in Personality, Intelligence, and Emotional Competences

Week 2

People Management and Globalization 21812 – 2013/2014 2nd Term

Theory 3: Jobs and their context

Theory 4: Happiness I

Week 3

Seminar 1

Theory 5: Happiness II

Theory 6: “I Love My Job”: When People, Jobs, and Happiness Get Together

Week 4

Seminar 2: Case Analysis Recruitment

Theory 7: Hiring I: A 7-Step Approach to Successful Hiring

Theory 8: Hiring II: Do the best organizations have the best people?

Week 5:

Seminar 3

Theory 9: Motivation and Compensation I

Theory 10: Motivation and Compensation II

Week 6:

Theory 11: Avoiding the Psychological Pitfalls in Evaluating People: Stereotypes, Prejudice, and Discrimination

Theory 12: Managing and Evaluating Performance

Week 7:

Seminar 4

Theory 13: Training

Theory 14: Development, Mentoring, & Coaching

Week 8

Seminar 5

Theory 15: Temporary Goodbyes: Expatriate Assignments and Re-entry

Theory 16: Involuntary Goodbyes: Layoffs and Discharges

Week 9:

Seminar 6

Theory 17: Voluntary Goodbyes: Turnover and Retirement

Theory 18: Group Project Presentations I

Week 10:

Theory 19: Group Project Presentations II

Theory 20: Review & Outlook