

80246 - Global People Management and Leadership

Teaching Guide Information

Subject: Elective

Teaching language:

Number of credits: 6.0

Term: Second quarter

1. Basic description

Academic center: Escola Superior de Comerç Internacional

Degree/Course: International Business Programme

Contact hours: 45

Total number of hours committed: 150

Lecturer: Shushanta Acharjee (shushanta.acharjee@esci.upf.edu)

Timetable: [SIGMA schedule](#)

Office hour: Wednesdays, 12:15-13:15

2. Presentation of the course

In a rapidly globalizing world, the ability to manage and lead effectively within diverse and multicultural environments is crucial. Success in any organization, whether you're a new hire or a CEO, hinges on understanding the human aspects of management and the intricacies of how organizations operate across different cultural landscapes.

This course, Global People Management and Leadership, offers essential insights into human dynamics in the workplace.

By delving into personal and collective behaviors among colleagues, teams, and leaders, you will take the first steps towards creating positive changes in your work approach and the broader organization. Your personal traits, abilities, skills, and technical knowledge will be invaluable throughout your career. However, as you advance, developing the ability to work with a multicultural, diverse group of people and understanding organizational dynamics on a global scale becomes increasingly critical.

This course provides an overview of key concepts in global people management and leadership and their relevance in international management. Students will explore leadership and authority, organization and motivation in work teams, conflict resolution in labor relations, and the unique challenges of managing teams in international and multicultural environments. By addressing these topics, you will gain practical skills for success in diverse global organizations.

3. Educational and learning process outcomes

General competencies	Specific competencies
Instrumental competences	Professional competencies
G.I.2. Ability to relate concepts and knowledge from different areas. G.I.3. Ability to organise and plan. G.I.4. Ability to tackle and solve problems.	E.P.5. Ability to take strategic managerial decisions while taking into account the economic, cultural, social and political determinants specific to a particular area.

<p>G.I.5. Ability to take decisions in complex and changing environments. G.I.8. Oral and written competence in communicating in English.</p> <p>Generic 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.3. Moral commitment and ethical sense. G.P.4. Critical attitude.</p> <p>Generic systematiccompetencies</p> <p>G.S.3. Ability to think globally. G.S.8. Promotion of and respect for gender, environmental and safety at work issues.</p>	<p>E.P.8. Ability to take functional decisions within an organisation with international activity. 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 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. E.P.17. Ability to express and understand spoken and written communication in English at an advanced level in the international business environment.</p>
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The above competences reflect the basic competences set out in Royal Decree 1393/2007, namely:

- Competence to **comprehend knowledge, on the basis of general secondary education**.
- 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.
- Competence to **gather and interpret** relevant **data**, enabling the development of critical judgements on the economic and social reality.
- Competence to **communicate and transmit information** (ideas, problems, solutions) to a specialist and non-specialist audience.
- Competence to **develop learning activities** in a relatively autonomous manner.

The competences worked on in the course are divided into two groups: those seen as a development or specification of a basic competence; and those that hone graduates' professional profile with respect to general and specific competences.

Basic competence: **understanding of knowledge**

I. General competencies G.I.3

Basic competence: **application of knowledge**

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

Basic competence: **communicate and transmit information**

I. General competencies G.I.8

II. Specific competencies E.P.13, E.P.15, E.P.16, E.P.17

Basic competence: **develop learning activities**

I. General competencies G.I.3, G.I.4, 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 competencies G.I.4, G.I.5, G.P.1, G.S.8

II. Specific competencies E.P.5, E.P.8

LEARNING OUTCOMES: Understand the impact of teamwork on designing company strategy. To be able to mediate and integrate multiple environmental settings to improve the performance of global organizations.

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

Topic 1: Principle Functions of People Management. Evidence-based HRM.

Topic 2: Cultural Differences and International HRM

Topic 3: Teamwork

Topic 4: Leadership

Topic 5: Global Staffing Strategies & Expatriation

Topic 6: Cross-Cultural Communication and Diversity in Organizations

Topic 7: Motivation, Compensation and Benefits in a Global Context

Topic 8: Employee Well-being and Work-Life Balance Across the Globe

Topic 9: Managing Industrial Relations in the Global Context

5. Assessment

The final grade will be the weighted average of the following components:

Continuous Evaluation: 70%

In-class assignments and attendance: 20%

Midterm exam: 20%

Group project: 30% (20% class presentation and 10% summary document)

Final exam: 30%

Recommendation: invest in your continuous evaluation grade.

Taking the final exam is a necessary condition to obtain a quantitative grade. Not taking the final exam will imply a “not attended” final grade.

Resits

In accordance with ESCI-UPF academic regulations, students whose weighted final grade for the regular term evaluation is below 5.0 can opt for a retake of the final exam which will account for 30% of their total final grade.

The rest of their final total grade will be made up of their grades in the other areas of continuous evaluation. If a student does not take the final resit exam, the final grade will not change.

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.

In case of divergence between the evaluation criteria established in the Learning Plan and the Teaching Guide, those established in the Learning Plan will prevail.

6. Sustainable Development Goals

SDG 3: Good Health and Well-being

SDG 5: Gender equality

SDG 8: Decent work and economic growth

SDG 10: Reduce inequalities

SDG 13: Climate Action