

# 2021 Barcelona Winter School

Advancing global awareness | personal impact | international networks



Date & time (CET/CEST)	Session title	Focus and objectives
<b>ONLINE SESSIONS</b>		
<b>Wednesday 24 March</b>  12:00 to 12:30 CET	<b>S1.1</b> <b>Introduction to the Winter School</b>	<ul style="list-style-type: none"> <li>• Programme objectives, pedagogic shape and assessment</li> <li>• Programme themes: Case studies (achieving strategic change); teams and teamwork; leadership <i>and</i> followership</li> <li>• Getting the most from your Winter School experience</li> <li>• Explanation of participant team roles</li> </ul>
12:30 to 13:30 CET	<b>S.1.2</b> <b>Introduction to your teams</b>	<ul style="list-style-type: none"> <li>• MS Teams channels</li> <li>• Awareness of teams multi-cultural/national character; impacts on team communications and performance</li> </ul>
<b>Thursday 22 April</b>  12:00 to 13:30 CEST	<b>S2</b> <b>Leadership &amp; followership</b>	<ul style="list-style-type: none"> <li>• From inhibitors (to team performance) to team strengths and competence gaps</li> <li>• How to use and not to use the MTRI tool</li> <li>• Framework for out-of-session discussions</li> </ul>
<b>Thursday 20 May</b>  12:00 to 13:30 CEST	<b>S3</b> <b>Achieving sustainable changes in strategy and policy</b>	<ul style="list-style-type: none"> <li>• Introduction to core underlying School theme: how to achieve sustainable strategic change</li> <li>• To refresh understanding of pre-reading material (Rumelt and Kotter frameworks)</li> <li>• Follow-up work required and link to the School tasks</li> </ul>
<b>Thursday 10 June</b>  12:00 to 12:45 CEST	<b>S4.1</b> <b>Global engagement strategy</b>	<ul style="list-style-type: none"> <li>• Link between strategy development and execution in relation to global engagement</li> </ul>
12:45 to 13:30 CEST	<b>S4.2</b> <b>Introducing the two case studies</b>	<ul style="list-style-type: none"> <li>• Introduction of case material to the six teams</li> <li>• Reiteration of the importance of drawing on knowledge and skills from previous sessions</li> <li>• Q&amp;As from teams and participants to the presenters</li> </ul>
<b>Wednesday 29 September</b>  12:00 to 12:45 CEST	<b>S5.1</b> <b>Analysis of the case studies</b>	<ul style="list-style-type: none"> <li>• Using the MTR-I 'wheel', the Rumelt &amp; Kotter frameworks</li> <li>• Clarity on task outcomes required and the teams' plans of action to achieve these outcomes</li> </ul>
12:45 to 13:00 CEST	<b>S5.2</b> <b>Preparing for the residential programme</b>	<ul style="list-style-type: none"> <li>• Final preparations and actions prior to the residential programme</li> </ul>

<b>ONSITE PROGRAMME (BARCELONA)</b>		
<b>Sunday 24 October</b>  <b>15:00 to 18:00</b> <i>(followed by networking reception and dinner)</i>	<b>Welcome and introduction in Barcelona</b>	<ul style="list-style-type: none"> <li>• Welcome and opening</li> <li>• About Pompeu Fabra and the Barcelona School of Management</li> <li>• Higher education in a post-Covid world</li> </ul>
<b>Monday 25 October</b>  <b>09:00 to 17:00</b> <i>(followed by networking reception)</i>	<b>Internationalisation and sustainable global engagement</b>	<ul style="list-style-type: none"> <li>• The new forms of internationalisation and sustainable global engagement: trends; governance; models; strategic, academic and stakeholders' engagement</li> <li>• Risks associated to internationalisation and global engagement</li> <li>• Student engagement in university governance</li> </ul> <p><i>Case sessions: teams working on cases (from 15:00)</i></p>
<b>Tuesday 26 October</b>  <b>09:00 to 17:00</b> <i>(following networking activity in Barcelona and dinner)</i>	<b>Digitalisation strategies in higher education</b>  <b>Measuring institutional impact</b>	<ul style="list-style-type: none"> <li>• Systemic digitalisation: a root and branch change to higher education operating models</li> <li>• Approaches to digitalisation &amp; selected cases</li> <li>• 'Impact': a new buzzword or a fundamental shift in HE policy and financing?</li> <li>• Models of assessing and measuring impact in different HE systems</li> </ul> <p><i>Case sessions: Groups working on cases (from 14:00)</i></p>
<b>Wednesday 27 October</b>  <b>09:00 to 17:00</b> <i>(followed by evening working dinner on case study)</i>	<b>Talent Management</b>  <b>Case Study session</b>	<ul style="list-style-type: none"> <li>• Contemporary organisation development in higher education: the journey so far</li> <li>• Learning from other sectors</li> </ul> <p><i>Discussing the cases: Conversations with senior officers from the institutions. Following up on teamwork done in online sessions</i></p> <p><i>Case sessions: Groups working on cases (from 15:00)</i></p>
<b>Thursday 28 October</b>  <b>09:00 to 17:00</b> <i>(followed by dinner)</i>	<b>Integrating financial and academic strategy</b>	<ul style="list-style-type: none"> <li>• Financial strategy as an enabler of academic strategy</li> <li>• Principles and practices</li> <li>• Putting theory into practice</li> </ul> <p><i>Case sessions: Groups working on cases (from 13:30); submission – 16:00</i></p>
<b>Friday 29 October</b>  <b>09:00 to 13:00</b> <i>(followed by lunch)</i>	<b>Feedback session – group work</b>	<ul style="list-style-type: none"> <li>• Teams presenting their cases and receiving feedback</li> <li>• Closing session (including overall feedback, graduation, evaluation)</li> </ul>

*Please note: the schedule of events in this programme outline may be subject to marginal change. At the time of writing HUMANE and UPF Barcelona School of Management fully intend to deliver the residential component of the Winter School. If however, public health restrictions associated with the COVID pandemic require it to be postponed, participants will be notified with as much notice as possible.*