

## BACHELOR'S THESIS PROPOSAL IN BUSINESS ADMINISTRATION

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**A. PROJECT TITLE: “The use of continuous improvement (lean) methodologies in human resource management functions in multinational organisations”.**

In today's global and competitive business environment, multinational organizations must continually optimize their processes to maintain efficiency and sustainability. Human Resources (HR) plays a critical role in supporting these goals by aligning talent management with the company's strategic objectives. While continuous improvement methodologies have been researched and applied in many areas -such as strategy, operations, or production- there is still limited number of research exploring how these concepts can be used within HR.

The goal of this project is to investigate how HR management in global corporations may adopt and use the concepts of lean continuous improvement methodologies, which have proven to be successful in other business domains. The study will also look into current efforts made by LinkedIn, who are already investigating the use of continuous improvement methodologies in HR.

**B. OBJECTIVES:**

1. To explore how lean continuous improvement methodologies, commonly applied in areas like strategy and operations, can be adapted to enhance the efficiency and standardization of HR processes in multinational organizations.
2. To assess the challenges and benefits multinational organizations face when attempting to implement lean continuous improvement within their HR functions.
3. To analyze LinkedIn's ongoing initiatives or projects related to the integration of lean continuous improvement in HR, using it as a practical case study to illustrate real-world application and outcomes.

**C. METHODOLOGY:**

Due to the limited research on lean continuous improvement in HR, this project will adopt an exploratory approach, combining insights from existing literature on continuous improvement (lean) methodologies applications in other functions (such as strategy and operations) and analyzing how these can be adapted to HR. The methodological approach will include:

- **Literature Review:** The review will encompass research on Lean Continuous Improvement applied to business functions such as strategy, operations, and production, where these methodologies are more commonly studied. From these examples, the project will extrapolate principles that may be adaptable to HR management.
- **Case Study Analysis:** Real-life cases of multinational companies that have applied Lean Continuous Improvement to functions like strategy and operations will be studied to identify best practices. In addition, a specific focus will be

placed on LinkedIn's efforts to apply continuous improvement principles in its HR processes, serving as a key case study to illustrate potential challenges and successes.

- **Interviews:** Interviews with HR professionals, experts, and employees involved in continuous improvement initiatives will provide insights into the practical challenges and opportunities of adapting these to HR. This will also include professionals involved in LinkedIn's project.

#### **D. PROVISIONAL OUTLINE:**

1. INTRODUCTION:
  - 1.1. Background and relevance of the topic.
  - 1.2. Research objectives.
2. THEORETICAL FRAMEWORK:
  - 2.1. Overview of Lean Continuous Improvement methodologies (LCIM).
  - 2.2. Application of LCIM in business functions like strategy and operations.
  - 2.3. The potential for adapting Lean principles to HR.
3. METODOLOGÍA
4. ANALYSIS:
  - 4.1. Case studies of LCIM in strategy and operations.
  - 4.2. Examination of LinkedIn's initiative to apply LCIM in HR as an illustrative case study.
  - 4.3. Potential challenges in translating Lean methodologies to HR functions.
5. RESULTS AND DISCUSSION:
  - 5.1. Benefits and barriers of applying LCIM to HR.
  - 5.2. Lessons learned from strategy/operations that can be applied to HR.
  - 5.3. Recommendations for HR process optimization through Lean principles.
6. CONCLUSIONS AND RECOMMENDATIONS:
  - 6.1. Key findings and conclusions.
  - 6.2. Practical recommendations for multinational organizations to adapt LCIM to HR.

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