CIEE Barcelona, Spain

Course title: International Human Resource Management
Course code: MGMT 3004 BASP
Programs offering course: Business and Culture, Economics and Culture, Language and Culture
Language of instruction: English
U.S. semester credits: 3
Contact hours: 45
Term: Fall 2020

Course Description

This course will analyze Human Resources Management (HRM) in an international context. Essentially, we will discuss how managers perform the hiring, selection, training and motivation of workers in different countries. We will analyze HRM using different perspectives from multiple disciplines: management, economics, sociology, social psychology and the law but most of all considering HRM as a fundamental strategic tool for the firm. Correspondingly, HRM strategy design corresponds to a manager; it is not a specialty of the “personnel” department. As a course of International HRM, we will mostly consider European and Spanish firms case studies and compare them to the usual counterpart cases from American firms. We will also discuss recent findings from experimental economics for compensation policy and motivation.

Learning Objectives

By completing this course, students will:

- Develop a human resources strategy consistent with business strategy.
- Attract, select, evaluate and develop talent.
- Motivate in many ways and reward performance.
- Understand and administer careers.
- Manage communication within the workplace.

Course Prerequisites

3 semesters of college-level micro- or macroeconomics, accounting, finance, management, or statistics.

Methods of Instruction

The course will be taught in English, lectures will be presented in PowerPoint slides, we will discuss some films and a guest lecturer or a fieldtrip. There will a 30 minute class debate in every class, sometimes to discuss a Harvard Business School cases, a short newspaper article or case.

Assessment and Final Grade

1. In pair Midterm Exam 25%
2. Final Exam 25%
3. Case and Article Discussions 15%
4. Term Paper Presentation 20%
5. Class Participation 15%
Course Requirements

In pair Midterm Exam
Final Exam

The exam includes multiple choice questions, true-false questions with short explanations and a longer essay question about a short case/article provided in the exam. Each exam will last 80 minutes.

Case and Article Discussions

Students are expected to answer some three or four basic questions about the cases to be discussed in class.

Term Paper Presentation

The term paper will be a short description or analysis of the HR policies of a firm, in no more than eight pages, with double spaced lines. In week six, the students will present a case of a firm (selected by them) to introduce and motivate the paper to get feedback from the class and the professor. The main findings and conclusions will be presented in class during the last two weeks of the course with a draft. The final and definite version of the paper will be handed in the day of the final exam.

Class Participation

Students are expected and encouraged to participate in class discussion, do homework and perform short quizzes. Readings are assigned on a weekly basis.

Attendance

Students are expected to attend all scheduled class sessions on time and be prepared for the day’s class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transportation delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students’ final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

N.B. Course schedule is subject to change due to study tours, excursions, or local holidays. Final schedules will be included in the final syllabus provided to students on site.
Weekly Schedule

Week 1
Class 1.1 Topic 1: HR Policies. Introduction
Recommended reading: Baron & Kreps Chap. 2

Class 1.2 Topic 1: HR Policies. Environment, Culture and Strategy. International HR
Recommended reading: Baron & Kreps Chap. 3
Case: Wall Mart greeters in Europe

Week 2
Class 2.1 Topic 1: HR Consistency
Recommended reading: Baron & Kreps Chap. 3

Class 2.2 Topic 1: HR Policies. Cases
Cases: The Portman Hotel; Cult-like Cultures - Nordstrom

Week 3
Class 3.1 Topic 2. The Employment Relationship. Economics
Recommended reading: Baron & Kreps Chap. 4
Case: The Honesty Test in Spain

Class 3.2 Topic 2. The Employment Relationship. Psychological Perspective
Case: Foley vs. IDC

Week 4
Class 4.1 Topic 2. The Employment Relationship. Managerial and Legal Perspectives
Recommended reading: Baron & Kreps Chap. 5

Class 4.2 Topic 2. The Employment Relationship. Cases
Temporary Contracts in Spain and “Mini-jobs” in Germany
Ryanair and its freelance pilots
USA: Employment or Outsourcing at will
Labor Relations and Institutions across Europe: UK, Germany, Denmark and Austria
**Week 5**

**Class 5.1**    Topic 3. Job Design

Recommended reading: Baron & Kreps Chap. 13.

**Class 5.2**    Topic 3. Job Design. The Manager’s Job. Cases

Team job design: Irizar and Whole Foods Market

Sun Hydraulics and the role of hierarchies

Extreme Jobs: the 70-hour workweek

The Milgram experiments: old and new evidence.

**Week 6**

**Class 6.1**    Topic 4. Compensation Systems: Forms, Bases and Levels

Recommended reading: Baron & Kreps Chap. 11 & 12.

**Class 6.2**    Topic 4. Compensation: Motivation, Performance Incentives

Cases and Experiments: Pay enough or don’t pay at all and “a fine is a prize” in Tel Aviv?; Safelite Auto

*Topic submission of the term paper (in class make a short, 5 minutes informal presentation of the company selected by each student or team)*

**Week 7**

**Class 7.1**    Topic 4. Compensation: Benefits

Benefits across Europe: The Case of Sweden

**Class 7.2**    Midterm Examination

**Week 8**

**Class 8.1**    Topic 5. Training

Recommended reading: Baron & Kreps Chap. 15.

**Class 8.2**    Topic 5. Training

Cases: MBA: Cost-Benefit Analysis; Financial Times - MBA Rankings

**Week 9**

**Class 9.1**    Topic 6. Recruitment and Selection
Recommended reading: Baron & Kreps Chap. 14.

Class  9.2  Topic 6. Recruitment and Selection. Cases

Cases: Temporary Help Agencies and Selection in Spain Discrimination: Beauty and Racial Names; Selection Tests: Oposiciones, Recruitment and Selection “a la española” (the Spanish way); Amazon.com: Raise the Bar

Week 10
Class  10.1  Topic 7. Performance Evaluation

Recommended reading: Baron & Kreps Chap. 10

Class  10.2  Topic 7. Performance Evaluation. Cases

Cases: Nordstrom: Dissension in Ranks?; Jack Welch: GE’s Vitality Curve

Week 11

Recommended reading: Baron & Kreps Chap. 10, 16 & 17.

Case: HR in Google, Southern Europe

Class  11.2  FIELD VISIT

Week 12
Class  12.1  Topic 7. Communication and HR

Case: Beekeeper App in Grand Hyatt/Doha

Class  12.2  Term paper presentation: Oral Presentations (I)

Week 13
Class  13.1  Term paper presentation: Oral Presentations (II)

Class  13.2  Final Exam – Term paper submission in CANVAS

Course Materials
Readings

Textbooks:


**Articles and Book Chapters:**


Bagües, M. “La importancia de llamarse…” La Vanguardia 1/05/2005


Fuchs, D. “End of the line for Zara tsar who built a €9bn empire” The Independent, 13 January 2011


Vidal, M. “En Google contratamos a los mejores” Capital Humano Nº 249, Dec. 2010

**Cases:**


Heckscher C. and P Holland. Portman Hotel Co. HBS case 489104

Hall, B., C. Madigan and E. Lazear. Performance Pay at Safelite Auto Glass (A) HBS case 800291

Hill L. and J. Suesse Sun. Hydraulics: Leading in Tough Times (A) HBS case 403139


Ton Z. and S. Harrow. Mercadona, HBS case