CIEE Barcelona, Spain

Course name: International Human Resource Management
Course number: MGMT 3004 BASP
Programs offering course: Barcelona Business and Culture, Barcelona Economics and Culture, Barcelona, Language and Culture
Language of instruction: English
U.S. Semester Credits: 3
Contact Hours: 45
Term: Fall 2019

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

The course aims at developing the necessary skills about how to:
- 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

We will consider the following items for the final grade:

1. In pair Mid-term Exam: 25%
2. Final Exam: 25%
3. Class Participation: 15%
4. Case and article discussions: 15%
5. Term paper presentation: 20%

Course Requirements

Midterm and Final Exams
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.

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.

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.

CIEE Barcelona Attendance Policy
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.

**Weekly Schedule**

**Week 1**

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

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**

2.1  **Topic 1: HR Consistency.**  
Recommended reading: Baron & Kreps Chap. 3

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

**Week 3**

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

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

**Week 4**

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

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**

5.1  **Topic 3. Job Design.**  
Recommended reading: Baron & Kreps Chap. 13.
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**
Recommended reading: Baron & Kreps Chap. 11 & 12.

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**
7.1 **Topic 4. Compensation: Benefits.**
Benefits across Europe: The Case of Sweden

7.2 **Midterm Examination**

**Week 8**
8.1 **Topic 5. Training.**
Recommended reading: Baron & Kreps Chap. 15.

8.2 **Topic 5. Training.**
Cases: MBA: Cost-Benefit Analysis; Financial Times - MBA Rankings

**Week 9**
9.1 **Topic 6. Recruitment and Selection.**
Recommended reading: Baron & Kreps Chap. 14.

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**
10.1 **Topic 7. Performance Evaluation.**
Recommended reading: Baron & Kreps Chap. 10

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

11.2  FIELD VISIT

**Week 12**

12.1  Topic 7. Communication and HR
Case: Beekeeper App in Grand Hyatt/Doha

12.2  Term paper presentation: Oral Presentations (I)

**Week 13**

13.1  Term paper presentation: Oral Presentations (II)

13.2  Final Exam – Term paper submission in CANVAS

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**Course Materials**

*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
2009.
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