CIEE in 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: Spring 2019

Course Description

This course will analyze Human Resources Management (HRM) from multiple perspectives: economics, sociology, social psychology and the law. At the same time, we will consider that HRM is an essential strategic tool for the firm and its design corresponds to the general manager so it is not all 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 cases from American firms. We will also discuss recent findings in the area from experimental economics for compensation policy.

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 different 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 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. Midterm exam: 20%
2. Final exam: 30%
3. Class discussions: 30%
4. Term paper presentation: 20%

Course Requirements

Midterm and Final Exams

The exam may include some multiple choice questions, true-false with short explanations and a longer essay question about a short case/article provided in the exam. Each exam will last 80 minutes. The student will not pass the course without passing any of these two examinations.

Class Discussions

Students are expected and encouraged to participate in class discussion and perform short quizzes. Readings are assigned on a weekly basis (a CIEE Reader, Handouts and Books will be available in the CIEE library). Students are also 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, no more than ten pages, with double spaced lines. In week six, students will present the firm (selected by them), the introduction and motivation of 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 with a final 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:**  
**Topic 1: HR Policies, Consistency, Environment and Strategy**  
**Recommended reading:** Baron & Kreps Chap. 2 and 3  
**Cases:**  
- The Portman Hotel  
- Cult-like Cultures

**Week 2:**  
**Topic 2. The Employment Relationship**  
**Recommended reading:** Baron & Kreps Chap. 4 and 5  
**Cases:**  
- The Honesty Test  
- Temporary Contracts and Temporary Help Agencies in Spain  
- Employment or Outsourcing at will  
- Labor Relations across Europe

**Week 3:**  
**Topic 3. Job Design. The Manager’s Job**  
**Recommended reading:** Baron & Kreps Chap. 13.  
**Cases:**  
- Team job design: Irizar, Sun Hydraulics  
- Whole Foods Market  
- Inditex’s Founder: Amancio Ortega Gaona

**Week 4:**  
**Topic 4. Recruitment and Selection.**  
**Recommended reading:** Baron & Kreps Chap. 14.  
**Cases:**  
- Discrimination: Beauty and Racial Names  
- Oposiciones: Selection “a la española”  
- Amazon.com: Raise the Bar

**Week 5:**  
**Topic 5. Training.**  
**Recommended reading:** Baron & Kreps Chap. 15.  
**Cases:**  
- MBA: Cost-Benefit Analysis  
- Financial Times - MBA Rankings
Week 6:  
**Recommended reading:** Baron & Kreps Chap. 12. 
Cases: 
- Telefónica I+D

Week 7:  
**Term paper/ short presentation of topics (5 minutes)** 
Midterm Examination

Week 8:  
**Topic 6 (Cont.). Compensation Systems: Incentives and Distribution of Rewards.** 
**Recommended reading:** 
- Baron & Kreps Chap. 11 
- Pay enough or don’t pay at all. 
- A fine is a prize? 
Cases: 
- Safelite

Week 9:  
**Topic 7. Evaluation, Promotion, Career Concerns and Employee Separation** 
**Recommended reading:** Baron & Kreps Chap. 10, 16 & 17. 
Cases: 
- Nordstrom: Dissension in Ranks? 
- Jack Welch: GE’s Vitality Curve 
- Dismissal costs in Spain and in Europe. Flexicurity systems

Week 10:  
**Topic 7. HR Policies and the HR Department: Managing Communication.** 
**Recommended reading:** Baron & Kreps Chap. 20 
**Case:** 
- HR in Google, Southern Europe 
- Dealing with Unions in Spain

Week 11:  
**HR in the movies: discussion and parallelism between “Office Space” and “Ressources Humaines”** 
**Term paper presentations**

Week 12:  
Reading Day 
**Final Exam**

**Readings**

**Textbook:**

**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, Dic. 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
Porta, J. and S. López Egea Telefónica I+D IESE Business School case DP-110-E
Simons, R. and H. Weston Nordstrom: Dissension in the Ranks? (A) HBS 191002
Ton Z. and S. Harrow. Mercadona, HBS case 610089