



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:	3.00
Contact hours:	45.00
Term:	Fall 2023

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 resource strategy consistent with business strategy.
- Design effective policies to attract, select, evaluate and develop talent.
- Recommend how to motivate employees in alternative ways and reward performance in a company.
- Recommend and support career decisions.
- Generate effective communication frameworks 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%
	TOTAL	100%

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

To encourage engaged learning, regular class attendance is required throughout the program. This includes any required co-curricular class excursion or event, as well as internship, service-learning, or other required field placement.

An excused absence in a CIEE course will only be considered if approved by a CIEE Center Director/Academic Director (not the Instructor), and:

- it is a self-certified absence for illness (only once per course, requires formal request before or within 24 hours, cannot miss assessment worth more than 5% of final course grade)
- a doctor's note from a local medical professional is provided
- evidence of a family emergency is provided
- it is a pre-approved observance of religious holiday

Unexcused absences include personal travel and/or travel delays, as well as missing more than 25% of a single class period (including tardiness and early departure). Assessments missed due to unexcused absences will be marked as zero. Students with over 10% unexcused absences will be contacted by CIEE staff. Students with over 20% unexcused absences will be contacted by CIEE staff, receive a formal warning letter (shared with their home institution) and lose 10% of the final course point total (e.g., a final A grade of 93% will be lowered to a B grade of 83%).

For more detail, please consult your CIEE Academic Manual.

Academic Integrity

Academic integrity is essential to a positive and inclusive teaching and learning environment. All students are expected to complete coursework responsibilities with fairness, respect, and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own can result in grade penalties or disciplinary action. See the CIEE Student Academic Manual for further information on academic integrity.

N.B. Course schedule and co-curriculars are subject to change. The final duration and distribution of content and assignments will be determined and presented to students at the onset of the course.

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

Class: 11.1 Topic 7. Career Concerns. Employee Separation. Communication and HR
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:

Baron, J. and D. Kreps. *Strategic Human Resources*, Wiley, 1999.

Mathis, Robert R., J. Jackson and S. R. Valentine. *Human Resource Management*, Cengage Learning, Stamford, CT, 2014.

Articles and Book Chapters:

Autor, D. "Outsourcing at Will" *Journal of Labor Economics*, vol. 21, no. 1 (2003)

Bagües, M. "La importancia de llamarse..." *La Vanguardia* 1/05/2005

Barrenechea, M., P. Ortín and E. C. Rodes "Autonomy and Pay for Performance in Spanish Industrial Plants" *Advances in the Economic Analysis of Participatory & Labor-Managed Firms* vol. 15, p.151-183 (2014).

Barrenechea, M., P. Ortín and E. C. Rodes "Autonomy and Monitoring" *Journal of Economics & Management Strategy*, Volumev25, Issuev4, Winter 2016, p. 911-935. (2016)

Collins, J. and J. Porras *Built to last: successful habits of visionary companies*. New York, HarperCollins 1997.

Welch, J. and J. Byrne. *Jack: Straight from the Gut*. New York: Warner Books, 2001

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

Gneezy, U. and Rustichini. "Pay Enough or Don't Pay at all" *The Quarterly Journal of Economics*, p 791-810 (2001)

Muñoz, F. and E. C. Rodes. "Temporalidad y Señalización en el Mercado de trabajo: El papel de las empresas de trabajo temporal" *Cuadernos de Economía y Dirección de la Empresa*, vol. 18: 35-67.

Pink, D. H. *Drive: the surprising truth about what motivates us*. Part 1. Riverhead Books, New York, 2009.

Rodes, E. ¿Conviene hacer un MBA? *Selection Magazine*, 2002, p.25

Spector, R. *Amazon.com: Get Big Fast*. Harper Business, 2002, chapter 7.

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

Cases:

Casadesus, R. and J. Mitchell. Irizar in 2005 HBS case 706424

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

Simons, R. and H. Weston. Nordstrom: Dissension in the Ranks? (A) HBS 191002

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