

**UNIVERSITY OF ECONOMICS - VARNA**  
**MASTER DEGREE CENTER**  
**DEPARTMENT OF GENERAL ECONOMIC THEORY**

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Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date): №8/28.02.2020

**ACCEPTED BY:**

**Dean:**

(Assoc. Prof. Hr. Blagoycheva, PhD)

## **SYLLABUS**

**SUBJECT: INTERNATIONAL HR MANAGEMENT**

**DEGREE PROGRAMME: International Business and Management; MASTER`S DEGREE**

**YEAR OF STUDY: 6; SEMESTER: 12**

**TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 60 hours**

**CREDITS: 8**

### DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 30	2 2
EXTRACURRICULAR	180	-

Prepared by:

1. ....  
(Assoc. Prof. Hristo Mavrov, PhD)

2. ....  
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Head of department  
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(Assoc. Prof. Hristo Mavrov, PhD)

## **I. ANNOTATION**

*International human resource management deals with the description and analysis of managerial and economic issues related to human resources in the company in international context . These include classic aspects such as recruitment, organization, and promotion of personnel, as well as problems related to teamwork, encouragement and intangible relationship between employer and employee. Specific to the course is the interdisciplinary approach, which combines managerial and economic approaches and methods. They feature a sophisticated analytical apparatus for finding trade-offs between the benefits and costs that, which are to be balanced in practice.*

*The **aim of the course** is to provide students with the basic theoretical and analytical tools for describing and analyzing human source related relationships in practice. In this way, the learning process in the discipline helps to improve the preparation and decision-making skills. The topics are based on applied management and microeconomic analysis of human resources, which includes solving problems related to information asymmetry in staffing, investment in human capital, transaction costs and principal-agent relationships.*

***Prerequisites.** Prior knowledge of management and economics is not required. To the extent that International HR Management includes in its toolkit the analysis of theoretical relationships as well as the solution of practical cases in an international context, a deeper command of the English language is required to delve deeper into management problems and dilemmas.*

***Building knowledge and understanding.** The discipline lays the foundations for understanding the nature of the problems and solutions related to human resource management, their advantages and limitations. An interdisciplinary approach allows for a strategic look at the most important resource of modern businesses - the people. The course extends this view by placing this resource in an international context.*

***Application of knowledge and skills.** Participation in the course requires students to become familiar with the nature of the problems at conceptual level during the lectures, as well as with the basic approaches for solving them. The acquired knowledge and skills in lectures are deepened in the tutorials through their application in specific practical situations from the international economic reality.*

***Formation of new knowledge and skills.** The contemporary complex nature of human resources management requires not only the combination of management approaches with economic approaches, but also their positioning in an international context. This broadens the understanding of the management of this important process in the work of the modern company and provides the necessary basis for the successful realization of students in a multicultural environment.*

## **II. THEMATIC CONTENT**

No.	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>1. INTRODUCTION</b>		<b>2</b>	<b>1</b>	
1.1.	Transactions and individuals in organizations			
1.2.	Efficiency of organizations			
1.3.	Issues in coordination and motivation in the organization			
<b>2. HUMAN RESOURCE PLANNING</b>		<b>2</b>	<b>1</b>	
2.1.	Assessing human resource requirements			
2.2.	Optimal human resource planning			
2.3.	Role of foreign labor markets			
<b>3. RECRUITMENT – THE PROBLEM OF ASYMMETRIC INFORMATION</b>		<b>2</b>	<b>1</b>	

3.1.	Market failures and asymmetric information			
3.2.	Hidden characteristics of the applicants			
3.3.	Adverse selection in the recruitment process			
<b>4. RECRUITMENT - SOLUTIONS TO THE PROBLEM OF ASYMMETRIC INFORMATION</b>		<b>2</b>	<b>1</b>	
4.1.	Contracts inducing “self-selection”			
4.2.	Screening the job applicants			
4.3.	Signaling the productivity of labor			
<b>5. HUMAN RESOURCE TRAINING</b>		<b>2</b>	<b>1</b>	
5.1.	Theory of human capital			
5.2.	Investments in education			
5.3.	Investments in on-the-job training			
<b>6. ORGANIZING HUMAN RESOURCES</b>		<b>2</b>	<b>1</b>	
6.1.	Transaction cost theory			
6.2.	Transaction costs of centralized organization			
6.3.	Transaction costs of decentralized organization			
<b>7. ORGANIZATIONAL DESIGN</b>		<b>2</b>	<b>1</b>	
7.1.	Flat and hierarchical structures			
7.2.	Hybrid and network structures			
7.3.	Solving coordination problems			
<b>8. JOB DESIGN</b>		<b>2</b>	<b>1</b>	
8.1.	Combining skills and tasks			
8.2.	Approaches to job design			
8.3.	The role of intrinsic motivation			
<b>9. TEAMS</b>		<b>2</b>	<b>1</b>	
9.1.	Pros and cons of teamwork			
9.2.	When to use teams			
9.3.	Team composition			
<b>10. INFORMATION TECHNOLOGIES AND JOB DESIGN</b>		<b>2</b>	<b>1</b>	
10.1.	Centralizing and decentralizing tendencies in organizations			
10.2.	Skill-biased and task-biased technological change			
10.3.	Algorithms and job redesign			
<b>11. REWARD – TRADE-OFF BETWEEN RISK AND INCENTIVES</b>		<b>2</b>	<b>1</b>	
11.1.	Contract theory – the basic “principle-agent” model			
11.2.	Efficiency of contract relationships			
11.3.	Trade-off between efficiency and moral hazard			
<b>12. REWARD - REDUCING MORAL HAZARD</b>		<b>2</b>	<b>1</b>	
12.1.	Performance monitoring			
12.2.	Bonding, deferred payments and efficiency wages			
12.3.	Choice of optimal contract			
<b>13. PAYMENT ISSUES WITH MULTITASKING</b>		<b>2</b>	<b>1</b>	
13.1.	Principle of equivalent compensation			
13.2.	Problems with performance evaluation			
13.3.	Role of nonfinancial compensation			
<b>14. EFFICIENCY WAGES, REPUTATION AND FAIRNESS</b>		<b>2</b>	<b>1</b>	
14.1.	Determining the efficiency wage			
14.2.	Reputation and relational contracts			
14.3.	Fairness and compensation			

<b>15. GLOBAL TRENDS IN HR MANAGEMENT</b>		<b>2</b>	<b>1</b>	
15.1.	Globalization and the changing role of HR management			
15.2.	Outsourcing, shared services and eHRM			
15.3.	International convergence in HR management			
<b>Total:</b>		<b>30</b>	<b>15</b>	

### III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	Extra-curricular, hours
<b>1.</b>	<b>Midterm control</b>		
1.1.	Midterm tests	2	50
1.2.	Literature review	1	30
<b>Total midterm control:</b>		<b>3</b>	<b>80</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	1	100
<b>Total final term control:</b>		<b>1</b>	<b>100</b>
<b>Total for all types of control:</b>		<b>4</b>	<b>180</b>

### IV. LITERATURE

#### **REQUIRED (BASIC) LITERATURE:**

1. LAZEAR, E., GIBBS, M. (2015) *Personnel Economics in Practice*. 3<sup>rd</sup> Ed. Hoboken: Wiley. [Signature in the library at University of Economics - Varna: B 75874]
2. BREWSTER, C., MAYRHOFER, W. and MORLEY, M. (2016) *Human Resource Management in Europe*. London: Routledge. [Signature in the library at University of Economics - Varna: B 76503]

#### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. DORN, D. (2015) *The Rise of the Machines: How Computers Have Changed Work*. UBS Center Public Paper#4. [Online] <https://www.ddorn.net/papers/Dorn-TheRiseOfTheMachines.pdf> [Accessed: 06/12/2019].
2. GARIBALDI, P. (2006) *Personnel Economics in Imperfect Labor Markets*. Oxford: Oxford University Press. [Signature in the library at University of Economics - Varna: B 75883]
3. GOOLSBEE, A., LEVITT, S. and SYVERSON, C. (2013) *Microeconomics*. New York: Worth Publishers. [Signature in the library at University of Economics - Varna: C 7438]
4. KATZENBACH, J.R. and SMITH, D.K. (1993) *The Discipline of Teams*. *Harvard Business Review*. 3-4 pp.111-120 [Online] [http://www.academia.edu/download/28454985/the\\_discipline\\_of\\_teams.pdf](http://www.academia.edu/download/28454985/the_discipline_of_teams.pdf) [Accessed: 06/12/2019]
5. LAZEAR, E. (2011) *Inside the Firm: Contributions to Personnel Economics*. Oxford Univ. Press. [Signature in the library at University of Economics - Varna: B 74389]
6. MILGROM, P. and ROBERTS, J. (1992) *Economics, Organization & Management*. Englewood Cliffs: Prentice Hall. [Signature in the library at University of Economics - Varna: C 4460]
7. REES, G., SMITH, P. (2017) *Strategic Human Resource Management: An International Perspective*. 2<sup>nd</sup> Ed. London, UK: SAGE Publ. [Signature in the library at University of Economics - Varna: B 76475]
8. SALVATORE, D. (2015) *Managerial Economics: Principles and Worldwide Applications*. Oxford, UK: Oxford University Press. [Signature in the library at University of Economics - Varna: B 75886]