

HUMAN CAPITAL MANAGEMENT

**Grado en Administración de Empresas / Bachelor in
Business Administration BBA SEP-2023 HCM-NBA.3.M.A**

Area Human Resources and Organisational Behaviour

Number of sessions: 15

Academic year: 23-24

Degree course: THIRD

Number of credits: 3.0

Semester: 1º

Category: COMPULSORY

Language: English

Professor: **BERNADETTE BULLINGER**

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Bernadette Bullinger teaches and researches human resource management. Her current research aims to understand work and its conditions today such as mobility and migration, inequality, and changing relationships between employers and workers. She has a strong interest in social and organization theory, specifically in institutional theory and French convention theory. Bernadette received her doctoral degree from the University of Mannheim and afterwards held positions at the University of Leeds and the University of Innsbruck. As a visiting researcher, she had the chance to visit Stanford University, the University of Alberta and IE University, before joining IE full time in 2018. Bernadette's research has been published in international journals such as Organization Studies, Journal of Management Inquiry, Employee Relations, British Journal of Management, Scandinavian Journal of Management, and others.

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SUBJECT DESCRIPTION

??In today's business environment people are perceived as human capital and as a source of competitive advantage for companies. Ensuring the commitment and motivation of employees is a priority of human capital/resource management. This course addresses human capital management from a strategic perspective, more than that of a human resources specialist. This implies that line managers in different functions and departments are practically responsible for managing a company's human resources. This course explores the major aspects of human capital management. At the same time, it emphasizes how these practices reinforce each other and align with the organization's overall strategy. The course addresses human resources issues and considers how human capital management may aid organizations in developing a competitive advantage. The goal of this course is to influence your reasoning about ways to achieve high performance organizations by effectively managing people. Companies that want to succeed need excellent people. But they also need cultures and systems of practices that allow individuals to use their talents.?

LEARNING OBJECTIVES

- (1) To acquire knowledge about managing people as well as about current trends and tools that will enable you to identify central HR-related issues in companies and to establish systems to effectively manage people at work.
- (2) To train interpersonal skills in terms of interviewing, working with and managing people.
- (3) To practice critical thinking and taking different perspectives.
- (4) To build convincing arguments in academic and professional contexts.
- (5) To stimulate discussions and to raise awareness of how businesses through their treatment of employees can positively impact fairness in society.

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	10.67 %	8.0 hours
Discussions	8.0 %	6.0 hours
Exercises in class, Asynchronous sessions, Field Work	6.67 %	5.0 hours
Group work	26.67 %	20.0 hours
Individual studying	48.0 %	36.0 hours
TOTAL	100.0 %	75.0 hours

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

?PART 1: INTRODUCTION

Introduction to Strategic HRM and to the course. Overview of the syllabus and the requirements.?

Book Chapters: Introducing Human Resource Management; Chapter 1: Introducing human resource management (See Bibliography) (ced)

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

?Human Resources Management and Organizational Culture.?

Book Chapters: Organizational Theory, Design, and Change; Chapter 7: Creating and Managing Organizational Culture (See Bibliography) (ced)

Practical Case: LinkedIn: Values-based Approach to Candidate Selection: One Hiring Manager's approach (HBS W93C96-PDF-ENG)

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

PART 2: HUMAN RESOURCES MANAGEMENT AREAS

Introduction to HR areas and functions. Recruitment.?

Book Chapters: Introducing Human Resource Management; Chapter 6: Recruitment and Selection (See Bibliography) (ced)

SESSION 4 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

?Selection. Assessment Centres & Interviews.?

Book Chapters: Human Resource Management: pp. 237-255 (See Bibliography) (ced)

SESSION 5 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

?Recruitment & Selection: Case Study.?

Practical Case: SG Cowen: New recruits (HBS 402028-PDF-ENG)

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Learning, training and development.?

Book Chapters: Introducing HRM; (ced)

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Performance Management.?

Book Chapters: Introducing Human Resource Management; Chapter 7: Performance management and performance appraisal (See Bibliography) (ced)

SESSION 8 (ASYNCHRONOUS)

Sustainability Topics:

- Governance
- Social Challenge

Compensation & Benefits?.

Book Chapters: Introducing Human Resource Management; Chapter 9: Pay and reward systems (See Bibliography) (ced)

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

PART 3: CURRENT TOPICS IN HR MANAGEMENT

?Equal opportunities and diversity.?

Book Chapters: Torrington & Hall: Session 9 (ced)

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

The future of HRM: Artificial intelligence & big data.

Article: The computers rejecting your job application (bbc.com) (ced)

Article: Algorithmic Management in the Workplace (Data & Society Research Institute) (ced))

Article: Gamification (Journal of Management Inquiry 2019, Vol. 28(2) 128– 130 (ced))

SESSION 11 (ASYNCHRONOUS)

Sustainability Topics:

- Governance
- Social Challenge

HRM in start-ups and entrepreneurship environment.

SESSION 12 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Career Planning. Overview of the course.

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Group presentations.

SESSION 14 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Group presentations.

SESSION 15 (LIVE IN-PERSON)

Final exam.

EVALUATION CRITERIA

Final Exam (individual): 40% of your grade. The final exam takes place at the end of the course and covers all topics and readings addressed in the course. The duration is 60 minutes. ?Please note that there is a minimal passing grade of 4 for the final exam. In case you receive a grade lower than 4 in the final exam you will automatically fail the course.?

Class Participation (individual): 20% of your grade. Everyone is expected to be prepared for each class and to be an active participant in class discussion. You are required to attend each one of the classes. Your participation grade will reflect my assessment of your total contribution to the learning environment. This includes not only the frequency of your contributions but also their quality. At the end of each session I will grade each one of you. For some (asynchronous) sessions the class participation grade might be a quiz or other assignment. The grades will range from 5 to 10.

5: You do not do any of the following:

6: You are present, on time, awake and not bothering others in class.

7: You are actively following the course, taking notes and listening to the discussion.

8: You are participating and are part of the discussion.

9: You are greatly involved in participation, having more than one good point to make.

10: You participate with really high quality points, helping advance the in-class discussion and sharpening the in-class debate.

Quality includes among other things: (1) sound, rigorous, insightful diagnosis (e.g. sharpening of key issues, depth and relevance of analysis), (2) ability to draw on course materials and your own experience productively, (3) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions).

Group presentation (in teams): 30% of your grade. You are also expected to deliver a final presentation. The presentation will give you the opportunity to reflect on what you have learnt in class. More details of the presentation will be provided by the start of the course.

Case quizzes (individual): 10% of your grade (2 case quizzes with 5% each). Case quizzes assess your understanding of case studies and are intended to facilitate discussion of the cases in class.

criteria	percentage	Learning Objectives	Comments
Final Exam	40 %	<ul style="list-style-type: none"> - (1) To acquire knowledge about managing people as well as about current trends and tools that will enable you to identify central HR-related issues in companies and to establish systems to effectively manage people at work. - (3) To practice critical thinking and taking different perspectives. - (5) To stimulate discussions and to raise awareness of how businesses through their treatment of employees can positively impact fairness in society. 	Minimum passing grade 4

Class Participation	20 %	<ul style="list-style-type: none"> - (3) To practice critical thinking and taking different perspectives. - (4) To build convincing arguments in academic and professional contexts. - (5) To stimulate discussions and to raise awareness of how businesses through their treatment of employees can positively impact fairness in society. 	
Group Work	30 %	<ul style="list-style-type: none"> - (2) To train interpersonal skills in terms of interviewing, working with and managing people. - (3) To practice critical thinking and taking different perspectives. - (5) To stimulate discussions and to raise awareness of how businesses through their treatment of employees can positively impact fairness in society. 	Group presentation

Case quizzes	10 %	- (1) To acquire knowledge about managing people as well as about current trends and tools that will enable you to identify central HR-related issues in companies and to establish systems to effectively manage people at work. - (3) To practice critical thinking and taking different perspectives.	2 case quizzes with 5 % each
Individual presentation	0 %		
Group Presentation	0 %		
Intermediate tests	0 %		
Individual work	0 %		

RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or “re-sit”) in June/July. Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).

- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.

- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

OTHER INFORMATION

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will

inform you about the time and place of the review session. Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

BIBLIOGRAPHY

Recommended

- Gareth Jones. *Organizational Theory, Design, and Change*. Pearson. ISBN 0132729946 (Digital)

- Margaret Foot, Caroline Hook and Andrew Jenkins. *Introducing Human Resource Management*. Pearson Education. ISBN 1292063963 (Digital)

- Gary Dessler. *Human Resource Management*. Pearson. ISBN 0134235452 (Digital)

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may

provide further indications.

