HUMAN CAPITAL MANAGEMENT

Grado en Administración de Empresas / Bachelor in Business Administration BBA SEP-2024 HCM-NBA.3.M.A

Area Human Resources and Organisational Behaviour

Number of sessions: 15

Academic year: 24-25

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.

Office Hours

Office hours will be on request. Please contact at:

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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	10.7 %	8.0 hours
Discussions	8.0 %	6.0 hours
Exercises in class, Asynchronous sessions, Field Work	6.7 %	5.0 hours
Group work	26.7 %	20.0 hours
Individual studying	48.0 %	36.0 hours
TOTAL	100.0 %	75.0 hours

PROGRAM

PART 1: INTRODUCTION

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

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

Social Challenge & Governance: Hard/soft approach to HRM and unitary/pluralist approach.

Book Chapters: Foot, Hook & Jenkins, Chapter 1: Introducing human resource management (mandatory pages pp.3-4, 7-8, 10-11, 43-44) (ced

SESSION 2 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Human Resources Management and Organizational Culture.

Social Challenge & Governance: organizational ethics, distribution of organizational resources and values of people.

Book Chapters: Jones, Organizational Theory, Design, and Change; Chapter 7: Creating and Managing Organizational Culture (mandatory pages pp. 201-207, 212-217, 220-223) (ced))
Practical Case: Linkedin: Values-based Approach to Candidate Selection: One Hiring Manager's approach (HBS W93C96-PDF-ENG) (Optional)

PART 2: HUMAN RESOURCES MANAGEMENT AREAS

Introduction to HR areas and functions.

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Recruitment.

Social Challenge: Equality in recruitment and targeted recruitment.

Book Chapters: Foot, Hook & Jenkins: Introducing Human Resource Mangement; Chapter 6: Recruitment and Selection (mandatory pages pp. 162-164, 167) (ced

SESSION 4 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Selection. Assessment Centres & Interviews.

Social Challenge: Avoiding discrimination in selection decisions and selection errors based on stereotypes etc.

Book Chapters: Dessler: Human Resource Management: Interviewing Candidates (mandatory pages pp. 237-255) (ced)

SESSION 5 (ASYNCHRONOUS)

Sustainability Topics:

- Social Challenge

Recruitment & Selection: Case Study.

Social Challenge: Discussion of possible discrimination in the 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.

Social Challenge: Training and development opportunities as a way for companies to improve the working conditions for their employees.

Book Chapters: Foot, Hook & Jenkins, Introducing HRM, Chapter 8: "Learning, training and talent development" (mandatory pages pp. 263-265, 268-270) (ced)

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Performance Management.

Social Challenge & Governance: Fairness in performance appraisals, transparency of pay-related performance assessment decisions.

Book Chapters: Foot, Hook & Jenkins: Introducing Human Resource Mangement; Chapter 7: Performance management and performance appraisal (mandatory pages pp.210-, 217-222, 226-228) (ced)

SESSION 8 (ASYNCHRONOUS)

Sustainability Topics:

- Governance
- Social Challenge

Compensation & Benefits.

Social Challenge & Governance: Fairness of compensation, assessment of values of work, possible negative implications of performance-based pay on employee wellbeing.

Book Chapters: Foot, Hook & Jenkins: Introducing Human Resource Mangement; Chapter 9: Pay and reward systems (mandatory pages pp. 297-301, 317-330) (ced)

PART 3: CURRENT TOPICS IN HR MANAGEMENT

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Equal opportunities and diversity.

Social Challenge: How to implement equal opportunities, diversity, and inclusion in organizations.

Book Chapters: Torrington & Hall: Human Resource Management, chapter 19: Equal opportunities and diversity (mandatory pages pp. 372-389) (ced)

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

The future of HRM: Artificial intelligence & big data.

Social Challenge & Governance: Discrimination in selection decisions due to algorithmic bias, exploitative working conditions in the sharing/platform economy and due to algorithmic control, employee privacy infringements etc.

Article: The computers rejecting your job application (BBC, 8 February 2021 (ced))

Article: Algorithmic Management in the Workplace (Data & Society Research Institute, February 2019 (ced))

Article: Gamification: Concepts, Consequences, and Critiques (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.

Social Challenge & Governance: Practical application of recruitment, selection, performance management and compensation issues.

Practical Case: Premiumsoft: Managing Creative People ((HBS HKU937-PDF-ENG))

SESSION 12 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

Overview of the course.

PRESENTATIONS & EXAM

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Group presentations.

SESSION 14 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Group presentations.

SESSION 15 (LIVE IN-PERSON)

Final exam.

EVALUATION CRITERIA

Final Exam: 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.

criteria	percentage	Learning Objectives	Comments

Final Exam	40 %	- (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

| Group Presentations | 30 % | - (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. | |

Class Participation	20 %	- (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.	
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 quizzes (5 % each)

RE-SIT / RE-TAKE POLICY

AI POLICY

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done. In the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor. The unlimited use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, unless specifically permitted by the instructor, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

BIBLIOGRAPHY

Recommended

- Gary Dessler. (2017). *Human Resource Management.* 15th edition. Pearson. ISBN 0134235452 (Digital)

- Margaret Foot, Caroline Hook and Andrew Jenkins. (2016). *Introducing Human Resource Mangement.* 7th edition. Pearson Education. ISBN 1292063963 (Digital)

- Caroline Hook, Andrew Jenkins. (2019). *Introducing Human Resource Management.* 8th. Pearson Education Limited. ISBN 9781292063997 (Digital)

- Gareth Jones. (2013). *Organizational Theory, Design, and Change.* 7th edition. Pearson. ISBN 0132729946 (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.