

HUMAN CAPITAL MANAGEMENT

IE University

Professor: **MARIA DE CARLOS HERNANDO**

E-mail: mde-carlos@faculty.ie.edu

Academic year: 22-23

Degree course: THIRD

Semester: 1º

Category: COMPULSORY

Number of credits: 3.0

Language: English

PREREQUISITES

SUBJECT DESCRIPTION

In today's business environment, people are perceived as human capital and as a source of competitive advantage for companies. To ensure 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 are aligned with the overall strategy of the organization. The course addresses human resources issues and considers how human capital management may aid organizations in developing a competitive advantage.

OBJECTIVES AND SKILLS

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. The desired outcome of this course is to provide students with knowledge about current trends in the field as well as with the tools and skills that will enable them to identify central HR-related issues in companies and to establish such systems to effectively manage people at work.

The skills that you will train in this course are especially:

- Interpersonal skills
- Critical thinking & taking different perspectives
- Building convincing arguments

METHODOLOGY

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	10.67 %	8 hours
Discussions	6.67 %	5 hours

Exercises	5.33 %	4 hours
Group work	26.67 %	20 hours
Other individual studying	50.67 %	38 hours
TOTAL	100.0 %	75 hours

PROGRAM

CONTENT

The course will unfold by highlighting an overall organizational approach to human capital management strategies. The first module sets the context by creating a rationale and frame for the course, connecting the organizational requirements and business objectives that are critical to the success of organizations with different organizational cultures. The second module focuses on the specific human resource practices within an organization that contribute to achieving a more efficient and effective work system, on how to manage these practices, and on the main skills connected to them. The third module focuses on current topics in HR. We will consider what organizations can do in terms of managing human assets in start-ups, regarding diversity, and the impact of new technological developments that will influence the future of HRM.

PART 1: INTRODUCTION

SESSION 1 (LIVE IN-PERSON)

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

Book Chapters: Foot, Hook & Jenkins, Chapter 1: Introducing human resource management (See Bibliography)

Book Chapters: Introducing HRM: Session 1 (See Bibliography) (ced)

SESSION 2 (LIVE IN-PERSON)

Human Resources Management and Organizational Culture.

Book Chapters: Jones, Chapter 7: "Creating and Managing Organizational Culture" (ced)

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

PART 2: HUMAN RESOURCES MANAGEMENT AREAS

SESSION 3 (LIVE IN-PERSON)

Introduction to HR areas and functions. Recruitment.

Book Chapters: Foot, Hook & Jenkins, Chapter 6: "Recruitment and Selection" (See Bibliography)

Book Chapters: Introducing HRM: Session 3 (See Bibliography) (ced)

SESSION 4 (LIVE IN-PERSON)

Selection. Assessment Centres & Interviews.

Book Chapters: Dessler: Human Resource Management (PP.203-205; 237-255) (ced)

SESSION 5 (ASYNCHRONOUS)

Recruitment & Selection: Case Study.

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

Read the case at home and complete assignment.

SESSION 6 (LIVE IN-PERSON)

Learning, training and development.

Book Chapters: Foot, Hook & Jenkins, Chapter 8: "Learning, training and talent development" (See Bibliography)

Book Chapters: Introducing HRM: Session 6 (See Bibliography) (ced)

SESSION 7 (LIVE IN-PERSON)

Performance Management.

Book Chapters: Foot, Hook & Jenkins, Chapter 7: "Performance management and performance appraisal" (See Bibliography)

Book Chapters: Introducing HRM: Session 7 (See Bibliography) (ced)

SESSION 8 (ASYNCHRONOUS)

Compensation & Benefits.

Book Chapters: Foot, Hook & Jenkins, Chapter 9: "Pay and reward systems" (See Bibliography)

Book Chapters: Introducing HRM: Session 8 (See Bibliography) (ced)

PART 3: CURRENT TOPICS IN HR MANAGEMENT

SESSION 9 (LIVE IN-PERSON)

Equal opportunities and diversity.

Book Chapters: Derek Torrington, Laura Hall: Human resource management; Chapter 19: Equal opportunities and Diversity (IE Library)

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

SESSION 10 (LIVE IN-PERSON)

The future of HRM: Artificial intelligence & big data.

Article: Articles on changes in HRM, algorithmic management, and gamification: The computers rejecting your job application By Andrea Murad (bbc.com) (ced)

Article: Articles on changes in HRM, algorithmic management, and gamification: Algorithmic Management in the Workplace by ALEXANDRA MATEESCU & AIHA NGUYEN (Data & Society Research Institute) (ced)

SESSION 11 (ASYNCHRONOUS)

HRM in start-ups and entrepreneurship environment.

Practical Case: PREMIUM SOFT: MANAGING CREATIVE PEOPLE (HBS HKU937-PDF-ENG)

Read the case at home and complete assignment.

SESSION 12 (LIVE IN-PERSON)

Career Planning.

Overview of the course

SESSION 13 (LIVE IN-PERSON)

Group presentations.

SESSION 14 (LIVE IN-PERSON)

Group presentations.

SESSION 15 (LIVE IN-PERSON)

Final exam.

BIBLIOGRAPHY

Recommended

- Hook & Jenkins. (2019). *Introducing Human Resource Management*. Pearson.
ISBN 9781292230344 (Digital)

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EVALUATION CRITERIA

Criteria	Percentage	Comments
Class Participation	20 %	
Group Presentation	30 %	
Final Exam	50 %	Minimum passing grade 4

Class Participation (individual): 20% of your grade. Everyone is expected to be prepared for each class and to be an active participant and listener in class discussion. You are required to attend each one of the classes. If you are unable to attend a class, please let me know before the class via email. 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 give a grade to each of you. The grades will range from 0 to 4:

0: You do not do any of the following:

- 1: You are present, on time, awake and not bothering others in class.
- 2: You are participating and are part of the discussion.
- 3: You are greatly involved in participation, having more than one good point to make.
- 4: 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 groups): 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.

Final Exam (individual): 50% 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.

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.

PROFESSOR BIO

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Academic Background:

MBA – IE Business School

English Sworn Translator – Ministry of Foreign Affairs and Cooperation

BA in Translation and Interpretation (English, French, German) – ICAI/ICADE

Academic Experience: Lecturer and Professor

IE Business School

UFV – ADEN International Business School

McKinsey & Co. – Generation Spain

EDHEC Business School

ESADE

Corporate Experience:

Currently Partner at Talent & Coach (www.talentandcoach.com), Human Resources firm founded in March 2012, specializing in the areas of Recruitment, Education and Coaching. As a headhunter, she develops her activity selecting professionals and executives whose profiles best fit their client's needs and identifying talent across areas and sectors. She devotes part of her professional activity to Career Education as Lecturer and Professor in different Universities and Business Schools. As Career Advisor, she works with a wide range of candidates, from junior professionals to senior executives that are facing the challenge of thinking about their professional development. For seven years (2002-2009) member of the Careers Management Centre at IE as Associate Director and Director of International Development liaising with HR departments and talent acquisition managers to attract and recruit IE students and alumni. Responsible for identifying and selecting candidates for companies across sectors and business areas in Europe, US, Latin America, Asia and India. Coordination, design and delivery of workshops and seminars on Career Planning. The last two years at IE, she managed the International MBA as Executive Director of MBA Programs (2009-2011) coordinating the MBA team and the overall program activity, IE & MBA student community. Previous to her IE period, Maria worked in Tourism and Financial Services sectors.

OTHER INFORMATION

Office hours: For setting up an online or personal meeting, please email mde-carlos@faculty.ie.edu