

HUMAN CAPITAL MANAGEMENT

IE University

Professor: **BERNADETTE BULLINGER**

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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 HRrelated 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

EVALUATION CRITERIA

Criteria	Percentage	Comments
Class Participation	15 %	
Mid-term Exam	20 %	
Group Presentation	25 %	
Final Exam	40 %	Minimum passing grade 4

Class Participation (individual): 15% 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 give a grade to each of you. 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).

Mid-term exam (individual): 20% of your grade. This exam will have duration of 25 min and will give you the opportunity to demonstrate your knowledge on the topics covered in the first 5 sessions.

Group presentation (in groups): 25% of your grade. Your presentations will be based on articles, which will be provided online. Each of the teams is assigned to a topic and article. Your team will be asked to present the key findings in the article and to apply them to a case company in 15 minutes. You will be evaluated according to the following criteria: (1) How well you summarize the most important findings of the article, (2) if you do this in a way that is easy for the audience to follow and enjoyable to listen to, (3) the depth and soundness of your own critical analysis of your case company.

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.

PROFESSOR BIO

Professor: **BERNADETTE BULLINGER**

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I teach and research human resource management. My current research focuses on questions of legitimacy in the context of recruitment, and visual and multimodal methods of studying organizations and work. I have a strong interest in social and organization theory, specifically in institutional theory and French convention theory, and research on professions. I received my doctoral degree from the University of Mannheim and afterwards I held positions at the University of Leeds and the University of Innsbruck. As a visiting research scholar, I had the chance to visit Stanford University, the University of Alberta and IE Business School.

My research has been published in international journals such as Organization Studies, Journal of Management Inquiry, British Journal of Management, Research in the Sociology of Organizations, Scandinavian Journal of Management, and others.

Academic Background

- Doctorate in Business Administration and Organizational Behavior, University of Mannheim
- Diploma (BSc & MSc) in Philosophy, Philosophy and German Philology, University of Vienna
- Diploma in Business Administration (BSc & MSc), Vienna University of Economics and Business Administration (WU)

Academic Experience

- Assistant Professor, Organizational Behavior and Human Resources, IE University
- Erwin-Schrödinger Research Fellow, IE University, Madrid
- Assistant Professor of Human Resource Management, University of Innsbruck
- Visiting Research Scholar, IE Business School, Madrid
- Research Fellow, Leeds University Business School & Centre for Innovation in Health Management, University of Leeds
- Visiting Scholar, University of Alberta, Edmonton
- Visiting Research Scholar, Scandinavian Consortium for Organizational Research, Stanford University
- Research & Teaching Assistant, Department of Business Administration and Organizational Behavior, University of Mannheim

OTHER INFORMATION

Office hours: For setting up an online or personal meeting, please email me at bbullinger@faculty.ie.edu.