

Valid from 2025.FS

Module description: Human Capital Management		
Module Code	w.BA.XX.3HCM-FLEX.XX	
ECTS Credits	3	
Language of Instruction/Examination	German	
Module Description	<p>Students gain an in-depth understanding of HCM, which is a central component of successful corporate management. The aim is to deploy the required human capital optimally at the right time and in the required quantity to generate added value. To this end, students learn about the three fields of action of HCM (HC marketing, performance management, and competence management). They expand their knowledge of the management of corporate competencies as a prerequisite for sustainable competitive strength and of HC marketing, which secures the required human capital for the company. In the context of performance management, students recognize and understand possibilities for the motivational orientation of individuals and organizational units towards corporate goals and the resulting positive influence on value creation. Competence management focuses in particular on knowledge management and the various forms and instruments of strategic personnel development. The module also aims to demonstrate the close links between the three fields of action that need to be managed for successful HCM.</p>	
Organizational Unit	IOV Leitung	
Module Coordinator	Claudia Pölderl	
Deputy Module Coordinator	Michael Heimann	
Program and Specialization	<ul style="list-style-type: none"> • Business Administration - Specialization in Banking and Finance (FLEX) • Business Administration - Specialization in General Management (Flex) 	
Legal Framework	Academic Regulations BSc dated 29.01.2009, for the degree programs in Business Administration, International Management, Business Information Technology, Business Law, Business Law and Applied Law, first adopted on 12.05.2009	
Module Category	Module Type Compulsory	Program Phase Main Study Period
Prerequisite Knowledge		
Contribution to Program Learning Objectives (by the concerned Module)	<ul style="list-style-type: none"> • Professional Competence • Methodological Competence • Social Competence • Self-Competence 	
Contribution to Program Learning Objectives	<p>Professional Competence</p> <ul style="list-style-type: none"> • Knowing and Understanding Content of Theoretical and Practical Relevance • Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance • Evaluate Content of Theoretical and Practical Relevance <p>Methodological Competence</p> <ul style="list-style-type: none"> • Problem-Solving & Critical Thinking • Scientific Methodology • Work Methods, Techniques, and Procedures • Information Literacy • Creativity & Innovation <p>Social Competence</p> <ul style="list-style-type: none"> • Written Communication • Oral Communication • Teamwork & Conflict Management • Intercultural Insight & Ability to Change Perspective <p>Self-Competence</p> <ul style="list-style-type: none"> • Self-Management & Self-Reflection • Ethical & Social Responsibility • Learning & Change 	

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Module Learning Objectives	Students... <ul style="list-style-type: none">• provide broad and up-to-date expertise in the areas of HCM and clarify the elements of HCM and the relationships between these elements.• can transfer the approaches presented to a specific (company) situation.• can argue clearly and unambiguously in solution-oriented groups, respond to the arguments of others and jointly develop and justify different solution variants and, in particular, present solutions developed in groups.• independently acquire new knowledge in the field of HCM at any time on the basis of learning strategies developed in the module and learn independently.																																											
Module Content	<ul style="list-style-type: none">• Introduction to human capital management: the importance of HCM from a business perspective, definitions of key terms.• Competence management: knowledge management, needs assessment (skills), and strategic HR development.• HC marketing: HR needs assessment, employer branding, recruiting and selection, HC analytics, motivation.• Performance management: control logic, management by objectives, total reward, organizational justice.																																											
Links to other modules	This module is linked to the following modules: <ul style="list-style-type: none">• w.BA.XX.3LU-FLEX.XX• w.BA.XX.3BWL-BO-FLEX.XX																																											
Digital Learning Resources	<ul style="list-style-type: none">• Reader• Teaching Videos• Practice and Application Exercises (with Key)• Case Studies (with Key)• Multiple Choice Tests																																											
Methods of Instruction	<ul style="list-style-type: none">• Application Tasks• Problem-Oriented Teaching• Case Studies• Explorative Learning• Literature Review• Lecture• Exercises• Interactive Instruction		Social Settings Used: <ul style="list-style-type: none">• Group Work• Individual Work																																									
Type of Instruction	<table><tr><th></th><th>Classroom Instruction</th><th>Guided Self-Study</th><th colspan="2">Autonomous Self-Study</th></tr><tr><td>Large Class</td><td>12 h</td><td>58 h</td><td colspan="2"></td></tr><tr><td>Small Class</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Group Instruction</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Practical Work</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Seminar</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Total</td><td>12 h</td><td>58 h</td><td colspan="2">20 h</td></tr></table>					Classroom Instruction	Guided Self-Study	Autonomous Self-Study		Large Class	12 h	58 h			Small Class	-	-			Group Instruction	-	-			Practical Work	-	-			Seminar	-	-			Total	12 h	58 h	20 h						
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Performance Assessment	<table><tr><th colspan="2">End-of-module exam</th><th>Form</th><th>Length (min.)</th><th>Weighting</th></tr><tr><td colspan="2">-</td><td></td><td></td><td></td></tr><tr><th colspan="2">Permitted Resources</th><td colspan="3"></td></tr><tr><td colspan="5"></td></tr><tr><th>Others</th><th>Assessment</th><th>Format</th><th>Length (min.)</th><th>Weighting</th></tr><tr><td>Written Assignment</td><td>Grade</td><td>Gruppenarbeit</td><td>0</td><td>50.00</td></tr><tr><td>Talk/oral presentation</td><td>Grade</td><td>Gruppenarbeit</td><td>15</td><td>50.00</td></tr><tr><td>Others</td><td>Pass/Fail</td><td>Einzelarbeit</td><td>0</td><td>0.00</td></tr></table>				End-of-module exam		Form	Length (min.)	Weighting	-					Permitted Resources										Others	Assessment	Format	Length (min.)	Weighting	Written Assignment	Grade	Gruppenarbeit	0	50.00	Talk/oral presentation	Grade	Gruppenarbeit	15	50.00	Others	Pass/Fail	Einzelarbeit	0	0.00
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Classroom Attendance Requirement	<p>Other</p> <p>On presentation day, all presenting groups must be in attendance for the entire session.</p>
Compulsory Reading	<ul style="list-style-type: none">• Texts on Human Capital Management according to semester programme
Recommended Reading	<ul style="list-style-type: none">• Meyer-Ferreira, P. (2015). Human Capital strategisch einsetzen. Neue Wege zum Unternehmenserfolg. 2. Auflage. Köln: Wolters Kluwer Luchterhand. ISBN 978-3-472-08659-8.• Gmür, M. & Thommen, J. (2019). Human Resource Management. 5. Auflage. Zürich: Versus. ISBN 978-3-03909-284-0.
Comments	<p>Additional information on the "pass/fail" performance assessment: During the semester, various preparatory tasks for the lessons must be completed via Moodle. All preparation tasks must be completed and passed on time. If a preparatory task is not passed, one grade point will be deducted from the overall grade (the average of the written and oral performance assessment).</p>