



COURSE OVERVIEW NOTE

Managing Human Capital

The term *human capital* implies that people have the capacity to drive organizational performance. The basic premise of this course is that how one manages others can be the source of sustainable competitive advantage, both for organizations *and* for individual leaders within them. This course therefore seeks to equip future business leaders with sufficient knowledge of essential human resources practices to successfully drive performance.

The course is integrative, practice-based, and consists of seven modules, six grounded in a core leadership decision involving the management of people—hiring, socialization, performance management, compensation & rewards, talent management, and structure—and a final module that considers how leaders are (and ought to be) reimagining the management of human capital.

Within each module, and indeed within almost every session, the course explores these topics through three lenses: managing others, others managing you, and you managing your own human capital.

Bringing the course together are four problems leaders try to solve as they manage human capital:

1. How do we design practices that *enhance human judgment* (including our own) given the known imperfections and biases innate in human judgement?
2. How do we design practices that *enhance fit* between organizational needs and individual needs?
3. How do we design practices that *enhance tractability* such that they are neither too simple be useful nor too complex to be understood?
4. How do we design practices that *enhance identity* such that every time a person uses it, whether on the giving or receiving end, that individual's embodiment of organizational values and strategy is strengthened?

The Managing Human Capital course therefore aims to provide students not just familiarity with existing practices but also with a basis to understand—and question—the many popular assumptions behind them. That deeper understanding, in turn, informs how research, emerging technologies, and future of work innovations can be applied to help future leaders better manage organizational and individual human capital.

In short, this course aims to answer a simple question: how can we create places where talented people will gather, produce, develop, and thrive? I look forward to embarking on this work with you.