

SYMPOSIUM

Advanced Human Capital Valuation as Innovative Strategy: Critical Mapping of Proactive Approaches for a Market-Based Management

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This symposium brings together different streams of research from the field of Strategic Human Capital Management. Rooted in theory, recent insights are transferred to management practice in order to create competitive advantage opportunities through Human Capital Valuation and Human Capital Optimization. The symposium addresses researchers and practitioners from the fields of Human Resource Management, Strategic Management, Organizational Change, Technology & Innovation, Corporate Social Responsibility and Controlling. The symposium consists of an introduction and four presentations:

Introduction: Human Capital as Combination of Resource-Based and Market-Based Strategy (C. Scholz¹)

Human assets are one of the most important competitive advantages a company can have. Focusing on the employees' intellectual ability as contribution to value creation, we see a paradigm shift from resource-based or market-based view to dynamic capabilities as integrative approach.

Relevance: Human Capital Predicts Success and Failure – The Case of Hypo Real Estate Holding (S. Müller²)

As Lehman Brothers in the USA, Hypo Real Estate Holding has been the starting point of financial crisis in Germany. It can be shown that an Advanced Human Capital Valuation predicted this collapse long before it took place. This presentation discusses on a general basis opportunities and threats related to human capital.

Sustainability: Human Capital as Contribution to a Badly Needed Long-Term Perspective (M. Bächle³)

Sustainability is one guiding principle in dealing with employees. It highlights the nature of human capital as a "valuable resource over time" as opposed to a "fatal cost structure". This presentation shows a way for Human Capital Management to engage in the management's discourse with internal and external stakeholders.

Innovation: How To Set Up a Toolbox for Effective Human Capital Management (I. Jürgens⁴)

For practitioners, the crucial question is how to manage Human Capital proactively on the operational level: How can they influence the Human Capital value in the sense of strategy implementation? We present motivational as well as training tools, in order to influence the Human Capital value in a strategic way.

Rigor: Using Advanced Human Capital Valuation to Bring Together Academia and Practice (V. Stein⁵)

Taking the helicopter view, this presentation will pick up all presented themes together and connect them with recent developments in theory such as path dependency, time horizon debate, and dynamic capabilities. Advanced Human Capital Valuation as part of Strategic Human Resource Management helps corporate management to deal with human assets in a strategic as well as in a sustainable way.

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