Intellectual capital and talent management

Master's degree in: Business Administration

Subject: Global markets and people management

Credits: 6 ECTS

Program: International MBA - Barcelona - Boston

Modality: On-campus Full-Time / Hybrid-Learning

Semester: First

Type: Mandatory

Language of instruction: English

Index

eaebarcelona.com

Presentation

Human capital management is key to achieving organizational goals. Managers have the policies and tools provided by the People Management area. People management must be aligned with organizational strategy to contribute to business objectives. Aligning HR systems with business strategy is not an easy task, but when it is achieved it offers a more sustainable source of competitive advantage because intellectual capital and talent are unique and harder to imitate. Research shows how people management affects organizational productivity, quality of working life, and overall business outcomes.

In successful companies, the direction and management of people is carried out through partnership, and the use of the skills and knowledge of three actors: line managers, human resources professionals, and all employees. Leading companies recognize that all managers are responsible for managing people.

Leading in globalized environments adds another relevant dimension to the leadership process. Currently, collaborators and other stakeholders (stakeholders) can come from diverse cultural contexts, bringing with them other frameworks, values, attitudes, etc. Competencies, leadership styles and communication, habits, and expectations that are valued as effective in a cultural or national context are perceived differently in other contexts. For the global manager, it is essential to know that cultural values and dimensions have an impact on behaviors and organizational effectiveness. New skills need to be developed to manage successfully in global and diverse environments such as today's.

Today's organizations are constantly facing the challenges of change. The increasing complexity and uncertainty and the rapid evolution of the environment require companies to be able to respond, adapt, and develop new organizational strategies and practices. To succeed in new competitive conditions, companies must align the organization with their chosen strategy and change the vision, values, structure, strategy, and corporate culture. Changes in policies and practices will foster supportive behaviors necessary for organizational change. Implementing and managing change is key to these processes.

Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

1.1.   Skills

RAT 8   The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish, and a third language, particularly English.

RAT 9   The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.

RAT 10   The graduate will be able to understand the changes in international environments in the decision-making process of the company's management, writing a report on a real company case.

RAT 11   The graduate will be able to analyze troublesome business situations in the management of organizations for the improvement of business management.

RAT 12   The graduate will know how to organize time to improve their personal and team effectiveness within the framework of business organizations, their environment, and their management.

RAT 14   The graduate will be able to develop people and talent retention strategies that enable companies to obtain long-term competitive advantages.

RAT 15   The graduate will know how to solve problems at a business organization's strategic, tactical, and operational levels, considering the interrelation between the different functional and business areas.

RAT 16   The graduate will be able to identify the specific values of the organization when facing ethical and corporate social responsibility dilemmas applicable to their business sector.

1.2. Competencies

RAT 18   The graduate will be able to identify the client's needs for the implementation of a strategy based on data analytics.

RAT 19   The graduate will be able to identify the implicit volatility of business and financial operations through hedging operations and structured products to minimize financial risk at an international level.

RAT 20   The graduate will be able to propose innovative, creative and entrepreneurial solutions in situations specific to the professional field.

RAT 21   The graduate will be able to evaluate the sustainability and social impact of the proposals made with ethical, environmental and professional responsibility.

RAT 22   The graduate will be able to apply the gender perspective in tasks specific to the professional field.

RAT 23   The graduate will be able to design an operational plan as an element that generates a competitive advantage for the internationalization of the company, by carrying out a business internationalization project.

RAT 24   The graduate will be able to design integrated management projects in each functional area of the company.

Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

RAM 6   The graduate will be able to develop leadership skills in communication, negotiation, and management of people and teams, adapted to the context of business organizations through discussions led by the professor.

RAM 7   The graduate will be able to propose different processes of human resources management (analysis, assessment, and planning of jobs, selection, and training of staff, performance evaluation, and compensation management, taking into account the uniqueness of the organization and the flexibility required by certain sectors, through group and individual exhibitions.

RAM 8   The graduate will be able to properly identify the characteristics of business culture and ethics that can influence the organization, for the development of cultural change projects that contribute to the strategic goals of an organization through the analysis of proposed readings.

Contents

- **Topic 1: Organizational Strategy and Sustainable Development**

    o   Organizational Philosophy and Strategy (Systemic Approach)
    o   Mission, Vision, and Values with a Focus on Sustainability
    o   Strategic Alignment for Sustainable Business Practices
    o   Effective and Sustainable Internal Communication

- **Topic 2: Cultural Influence in Organizations and Global Citizenship**

    o   Values, Beliefs, and Organizational Identity
    o   Intercultural and Cross-cultural Management in Practice
    o   Cultural Dimensions and Their Impact on Business Strategy
    o   Creating a Sustainable Organizational Culture Across Borders

- **Topic 3: Human Capital Planning and Sustainable Talent Management**

    o   Human Resource Planning with a Focus on Sustainability
    o   Talent Acquisition Trends: Recruitment and Collaboration
    o   Onboarding/Integration to Engage a Sustainable Workforce
    o   Retention Strategies Emphasizing Employee Well-being and Purpose

- **Topic 4: Leadership, Ethics, and Sustainable Change**

  o Leadership Character and Ethical Decision-Making
  o Authority and Power: Addressing Ethical Dilemmas
  o Leaders as Creators of Organizational Culture and Promoters of Sustainability
  o Talent Development: Leadership in the Context of Change

- **Topic 5: Motivation, Engagement, and Sustainable Talent Development**

  o Motivation Theories: Incorporating Purpose and Meaning
  o Incentives and Rewards for Sustainable Performance
  o Creating a Positive and Inclusive Work Environment
  o Impact of Motivation on Sustainable Talent Retention

- **Topic 6: Human Capital Development and Strategic Learning**

  o Training and Development Needs in a Changing Environment
  o Designing Development Plans for Long-term Success
  o Continuous Improvement and Evaluation for Sustainable Learning
  o Setting Goals and Career Paths Centered on Sustainability

- **Topic 7: Change Management and Organizational Resilience**

  o Understanding the VUCA Environment (Volatile, Uncertain, Complex, Ambiguous)
  o Change Management Models for Implementing Sustainable Initiatives
  o Conflict Management and Developing Resilient Teams
  o Organizational Culture and Positive Change

- **Topic 8: Decision-Making and Productivity in a Sustainable Context**

  o Systems Thinking for Decision-Making
  o Managing Biases and Heuristics in Business Decisions
  o Critical Thinking for Sustainable Problem-Solving
  o Evidence-Based Decision-Making with a Sustainability Perspective

- **Topic 9: Diversity, Inclusion, and Sustainable Development Management**

  o Benefits and Challenges of Diversity and Inclusion
  o Global Leadership and Cultural Competence
  o Strategies to Promote Inclusive and Sustainable Development
  o Managing Diversity as a Path to Organizational Sustainability

Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

ON CAMPUS FULL TIME MODALITY		
Learning Outcomes	**Teaching Methodology**	**Training Activities**
Knowledge	Lecture	Conferences
	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts Follow-up meetings
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

HYBRID MODALITY		
Learning Outcomes	**Teaching Methodology**	**Training Activities**
Knowledge	Presentation sessions	Student presentations
	Tutorials	Meetings to resolve doubts Follow-up meetings
	Audiovisual-based learning	Analysis of audiovisuals
	Reading-based learning	Reviews / Critical analysis

Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

Bibliography

- Kotter, J. P., Leading Change. Harvard Business School Press, 2007.
- Kotter, J. P., Chan K.im W., and Mauborgne, R.A. On Change Management. Harvard Business School Press, 2011.
- Morris, T. If Aristotle ran General Motors. New York, Henry Holt and Co, 1998.
- Noe, R.A. et al. Human Resource Management: Gaining a Competitive Advantage, 13e. McGraw-Hill Education, 2022.

eaebarcelona.com