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INTELLECTUAL CAPITAL AND TALENT MANAGEMENT. TEACHING GUIDE [2022-2023]

**“UNIVERSITY MASTER'S PROGRAM IN BUSINESS
ADMINISTRATION AND MANAGEMENT”**

GENERAL DETAILS

Name:	Intellectual Capital and Talent Management
Code:	801502
Academic Year:	2022-23
Degree:	University Master's Program in Business Administration and Management
No. of credits (ECTS):	5
Requirements:	No previous requirements
Location in the curriculum:	1st quarter
Last revision date:	October 2022
Lecturer in Charge:	Carlos Canivell Cretchley

1 GENERAL DESCRIPTION

The subject area takes a **theoretical and practical** journey through the various management concepts and techniques that currently allow optimizing the availability and performance of the so-called **human resources in an organization**.

Already in the introductory aspects, the subject is focused on the understanding and adoption of what the criteria for incorporation, long-term employment and, where appropriate, termination of staff should be. It relates these criteria with management systems and the most current techniques and tools for identifying the job to be filled, **defining the ideal profiles, recruiting, selecting, training and developing the necessary personnel to obtain job performance according to the effectiveness and efficiency challenges** that companies have raised in their competition scenarios.

Throughout the first five sessions, the student will be led to consider **human talent as the most important resource of an organization** and to assess the correct distinction between what is administrative management lacking in adding value to the business and a management oriented to the generation and use of talent.

Each criterion and each of the **techniques and tools** dealt with in the teaching sessions will be put into practice through the approach and resolution of exercises and cases.

The sixth session will be dedicated to the revision of **labour regulations** and the calculation of personnel costs.

Two final sessions will be dedicated to the practice of selecting and **evaluating performance** through the planning and resolution of Assessment Centre simulation activities.

2 OBJECTIVES

- Provide students with a comprehensive perspective of the **main aspects** managed in the functional area of **human resources** of the organisations, both from the strategic and operational aspects.
- Link the notion of human resource management with the competitiveness of companies, as the decisive factor in the provision of the most suitable **human capital for the success** of the business project.
- Publicize and teach **how to apply the techniques and tools** of job analysis and description, personnel selection, performance evaluation, training, remuneration, analysis of the work environment.
- Show students the advantages of adopting a comprehensive **management system by competencies** in relation to traditional systems of administrative personnel management.
- Provide students with situations, problems and solutions on making **management decisions** of human resources based on employment of management indicators.
- Illustrate and instruct in the application of current **labour regulations** so that students can correctly quantify, through their calculation, the personnel costs (salaries and social contributions), as well as proceed to their settlement, complying with the obligations of the company in the matter, in dealing with administrations.

3 CONTENTS

BLOCK 1: THE ROLE OF HUMAN RESOURCES IN BUSINESS MANAGEMENT

UNIT 1. THE HUMAN FACTOR AS COMPANY CAPITAL

Learning outcome

Once this subject is brought to light in class and worked on, students will be able to:

- Value the importance that today has for the company to be able to have and **know how to manage** the thinking capacity of its human resources.
- Appreciate the impact that the management of business intangibles has on a **company's market value**.
- **Identify talent** as the key factor in creating competitive advantages.
- Distinguish the damage to the **company's sustainability** from the lack of planning in terms of human resources.

- Correctly delimit the scope of **management of the human resources function** in the company.
- Distinguish the concepts of **organizational culture**, work environment, and identify their link and dependence.

Contents

- 1.1. **Evolution of the role of people** in the production and distribution of goods and services.
- 1.2. The Business Intangibles (Intellectual Capital) and a company's **Market Value**.
- 1.3. **Human Capital Talent management** as a key factor in sustainable business competitiveness over time.
- 1.4. **Planning and strategic management of people** in organizations.
- 1.5. **Mission** of the functional scope of people management in organizations.
- 1.6. **Organizational culture**.
- 1.7. Work environment.

UNIT 2. CONCEPT AND REASONS FOR THE COMPETENCY MANAGEMENT MODEL

Learning outcome

Presented and discussed the topic in class, the students will be able to:

- Identify and define a **job position** according to the necessary requirements for its performance derived from the processes to which a position is assigned.
- Correctly distinguish the difference, in terms of performance results, between the demand/requirement of **quantity and quality of work**.
- Technically determine the requirements and circumstances of **competence/incompetence** in the performance of a job and apply procedures for their measurement.
- Know and understand the nature, meaning and usefulness of the human resources management model based on **professional competencies**.
- Know and understand the links between business results and policies for personal and **professional development** of human resources.

Contents

- 2.1. Performance and **job position** concepts.
- 2.2. The need for **excellent performance** in the workplace.
- 2.3. What are **professional competencies**.

2.4. Competencies versus personal and **professional development**.

BLOCK 2: TOOLS FOR MANAGING JOBS

UNIT 3. THE ANALYSIS, THE DESCRIPTION BY COMPETENCIES AND THE ASSESSMENT OF THE JOBS

Learning outcome

Presented and practised in class the methodology purpose of this topic, the students will be able to:

- Determine between the different components of a **job description**: objective, expected results, general function, tasks, means, competencies, initial training and complementary training.
- Develop a job description based on the activities of a process.
- Size the **optimal staff** of an organization using the variables time and workload.
- Identify and differentiate the different **job evaluation** methods.
- Configure and calculate equitable **remuneration systems** according to the method of valuation of positions by points, derived from factors and degrees.

Contents

- 3.1. **Job description** concept and utilities.
- 3.2. Tools for job description and analysis.
- 3.3. Methodology for sizing templates.
- 3.4. **Job evaluation**: methods and applications.

UNIT 4. THE MANAGEMENT POLICIES OF THE HUMAN FACTOR BY COMPETENCIES

Learning outcome

At the end of the presentation, the debate and the practices of application of the contents of this topic, the students will be able to:

- Orderly identify the elements that make up the **recruitment and selection procedure** of personnel by competencies.
- Schedule a recruiting action for an organization.
- Prepare a **performance evaluation** questionnaire.
- Organize and execute a **performance evaluation by competencies**.
- Calculate **competence level indicators** and make decisions accordingly.
- Conduct post **performance evaluation interviews**.
- Design and organize actions for **employee training**.



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- Design remuneration and **compensation systems**.

Contents

- 4.1. **Attraction and selection** of personnel: Phases and procedure.
- 4.2. **Performance evaluation**: Methodology and tools.
- 4.3. **Training** and Education:
- 4.4. **Career plans**: Objectives and phases.
- 4.5. Remuneration policies: Remuneration and **compensation systems and tools**.

BLOCK 3: LABOR RELATIONS AND INCOME STATEMENT

UNIT 5. MANAGEMENT OF LABOUR RELATIONS AND PERSONNEL COSTS

Learning outcome

After teaching the subject, students will be able to:

- Distinguish and correctly apply the options that **current labour regulations** provide companies for hiring workers and employees.
- Distinguish and correctly apply the options that current labour regulations provide companies for the **separation of workers** and employees.
- Distinguish the coverage provided by the **Social Security system** to companies and workers in Spain.
- Organize and execute the actions that correspond to the fulfilment of the obligations of companies facing the **Labour Administration and Social Security**.
- Correctly calculate **personnel costs** by applying the regulations on remuneration and social contributions, as well as the **tax regulations** that affect the settlement of staff remuneration and those of Social Security that affect the settlement of social contributions.

Contents

- 6.1. -**Personnel costs**: components.
- 6.2. -**Labour regulations** in force since the Spanish Labour Reform of 2012.
- 6.3. -**Collective Agreements**: Professional classification, salary tables and application.
- 6.4. -**Social Security** and social contributions: Contribution Basis, rates and fees.
- 6.5. - Accrual and settlement of **business obligations** against Social Security.
- 6.6. - Withholdings on account of **personal income tax** from work income.
- 6.7. -Creation of **payrolls**.
- 6.8. - Settlement of payroll, social contributions and withholdings.

BLOCK 4: SELECTION METHODOLOGIES BY COMPETENCES

UNIT 6. POTENTIAL OF IN-BASQUET AND AC (ASSESSMENT CENTER) TOOLS

Learning outcome

At the end of the methodological description, the practices of application of the contents of this topic, the students will be able to:

- Design, organize and execute In Basket **tests in individual, group or 'one to one' modalities**.
- Design, organize and execute **Assessment Centre** tests.

Contents

- 5.1. -In Basket tests to **predict the performance** of workers by solving a series of problems that arise.
- 5.2. -The Assessment Centre (AC) tests to take an individual X-ray of the **competencies and abilities of employees**: analysis, design, execution, feedback and development.

4 TEACHING AND LEARNING METHODOLOGY

Teaching is carried out through a series of **face-to-face sessions** (broadcast via "streaming", via Zoom, for all those students who, due to exceptional circumstances derived from the Covid 19 pandemic, cannot physically attend the classroom). Its spirit is to combine theory and practice, complemented with a series of didactic materials (manual and presentation), exercises and cases for their resolution, facilitated online and with feedback, which is also online.

The face-to-face activities (broadcast) that will be carried out through:

- **Presentation** by lecturers of the theoretical contents of the different themes of the subject.
- **Discussion** of contents.
- **Application of the concepts and methodologies** to practical examples.

Learning will be consolidated by working on the **exercises and cases**, real and simulated, which will be provided online, evaluating it and providing feedback to the student on its scope.

5 ASSESSMENT

In accordance with the Bologna Plan, the model rewards the constant and **continuous effort** of the student body. **60% of the mark is obtained from the continuous evaluation** of the directed activities and the remaining **40%, from the final exam.**

Subsequently, the final mark for the subject area (FM) will be calculated from the following formula:

- **FM = Final Exam Mark x 40% + Continuous Assessment Mark x 60%**
- Minimum mark of the final exam to calculate the FM will be **40 points** out of 100.
- The subject area is passed with a FM equal to or greater than **50 points** out of 100.

6 BIBLIOGRAPHY

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- Asociación Española de Dirección y Desarrollo de Personas: <http://www.aedipe.es>
- Asociación profesional para el Desarrollo Organizacional: <http://www.apdo.org>
- Ministry of Labour, Migration and Social Security <http://www.mitramiss.gob.es/>

Social networks

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 - <https://twitter.com/FundFactorHuma>
 - <https://www.linkedin.com/groups/Grup-networking-Fundació-Factor-Humà->

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