

Human Capital Work Cycle Management

Master's degree in: Human Resources and Talent Management

Subject: functional areas

Credits: 6 ECTS

Program: Master in Human Resources

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

Semester: Second

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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1. Presentation

The subject of Human Capital Labor Cycle Management is fundamental in the training of professionals in human resources and business management, as it covers all aspects related to the acquisition, development, retention, and disengagement of human talent within organizations. Throughout the labor cycle, from talent attraction to employee exit, a series of challenges and opportunities arise that require strategic and effective management to ensure organizational success.

Firstly, the talent attraction phase involves identifying the organization's needs, defining required profiles and competencies, as well as implementing effective recruitment strategies to attract qualified candidates aligned with the company's culture and values. Students learn how to use different recruitment channels, evaluate candidates, and design selection processes that ensure the best talent is chosen for the organization.

Next, the talent development stage focuses on training, skill development, performance management, and the promotion of employees' professional growth. Students study how to design effective training programs, implement performance evaluation systems, identify internal potential and talent, and promote career mobility and development within the organization.

Moreover, talent retention is a vital aspect of managing the human capital labor cycle, as retaining talented and engaged employees contributes significantly to the organization's success. Students explore strategies to foster engagement, recognition, pay equity, work-life balance, and the creation of a work environment that promotes employee well-being and satisfaction.

Additionally, managing disengagement and employee exit is a critical aspect of the labor cycle, involving succession planning, managing organizational changes, voluntary and involuntary departures, and maintaining the company's reputation and employee commitment throughout this process.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 5 The graduate will be able to distinguish the compensation policies of the organization, with an in-depth knowledge of the concepts that make up the wage bill and staff costs.
- RAT 6 The graduate will be able to describe the job profiles in order to adapt them to the company's strategic and competitive objectives.

2.2. Skills

- RAT 9 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 10 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 11 The graduate will be able to organize the roles and responsibilities in a human resources department taking into account the employees' capabilities as well as the organizational needs.
- RAT 13 The graduate will be able to apply the labor legislation to the management of human resources in organizations.
- RAT 14 The graduate will be able to develop interpersonal skills of mediation and negotiation in labor conflicts.
- RAT 16 The graduate will be able to organize the different functional and business areas in order to have a positive influence on the organization's procedures and people.

2.3. Competences

- RAT 17 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will be able to create a control system for the implementation of human resources policies.
- RAT 21 The graduate will be able to design indicators, scorecards and processes as a means of measuring the results of people, programs and human resources projects at the organizational level.
- RAT 22 The graduate will be able to design career plans for each job position with the skill profiles required by the organization.
- RAT 23 The graduate will be able to design recruitment and selection processes to ensure efficient human resources hiring.
- RAT 24 The graduate will be able to estimate human resources costs and their impact on the company's overall costs.

RAT 25 The graduate will be able to design methods for the generation of job opportunities that meet the needs of the organization.

3. Subject's learning outcomes

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

- RAM 1 The graduate will be able to correctly identify the vision of people as a source of added value in recruitment, selection, compensation, performance evaluation, and competency development plans through role plays of selection interviews.
- RAM 2 The graduate will be able to accurately adapt innovative e-learning methodologies, Web 2.0 training techniques, and competency-based management methods for the development of training plans and talent evaluation and management programs using software applications.
- RAM 3 The graduate will be able to properly design organizational charts, workflows, process flows, procedure manuals, and continuous improvement plans within human resources policies, through the drafting of a simulation project for a company.
- RAM 4 The graduate will be able to appropriately design human resources development strategies through the completion of written tests.
- RAM 7 The graduate will be able to accurately examine all compensation tools for optimizing employee remuneration through a comparative analysis of simulations in two companies.

4. Contents

- **Topic 1:** Challenges of Human Resources in the 21st Century
 - Digital Transformation
 - Diversity and Inclusion
 - New Work Models
 - Leadership Development and Soft Skills
 - Organizational Resilience
- **Topic 2:** Integrated Human Resources Management
 - Role and Positioning of the Talent Specialist
 - Digital Processes and Tools
- **Topic 3:** Recruitment Strategy
 - Digital Selection Processes and Tools
 - Recruitment and Selection Based on Competencies and Values

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

6. 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.

7. Bibliography

- Chiavenato, I. (2009). *Human Talent Management*. McGraw Hill.
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- Sáez, C. (2010). *The Role and Functions of Outplacement Firms*. Labor Issues. 107, 337-373.
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