

EMBA-2527-103-Leading the People Agenda today & Tomorrow

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
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Description of the course

This course provides learners an understanding of the strategic and practical issues relating to Human Capital Management. We will explore current and future trends in the field, critically examining how organisations prepare to meet the challenges of talent management in a constantly changing world of work. The learning journey combines self-directed study, interactive lectures, and real-world case studies to foster active learning and practical application, equipping participants to lead the people's agenda in their organizations.

Course units

1. The Strategic Imperative of Human Capital in the New Work Era
2. Strategic Talent Acquisition & The Future of Employee Experience
3. Leading People and Teams in Dynamic Environments
4. Performance, Competency Development & Succession for Organizational Agility
5. Integrating Human Capital Strategies for Business Impact

Course Learning Outcomes (CLOs)

By the end of the course, students will be able to...

1. Understand the strategic role of HR in organizational success, talent management, and corporate culture transformation
2. Apply people development strategies to build a future-proof workforce, increase employee engagement, and boost retention.
3. Design an inclusive and empowering leadership culture to drive sustainable growth and prepare leaders for future strategic challenges.
4. Develop agile HR strategies that align with digital transformation, hybrid work models, and the future of work.
5. Evaluate and implement inclusive HR policies that foster diversity, equity, and ethical decision-making in a multicultural environment.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	Reinforcement
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	Introduction
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	Introduction
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	Reinforcement
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	Reinforcement
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	Introduction
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	Introduction
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	Not Covered
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	Introduction

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes

Contact Hours are dedicated to ESG: 2

Contact Hours containing climate solutions for how organisations can reach net zero: 0

Description of contribution: The course will cover the social impact of HR decisions/business organisation.

 This course contributes to the [Sustainable Development Initiative](#) at the Solvay Brussels School of Economics & Management

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Assessment methodology / Learners Use of Time and Load

Evaluation scale

0-20

Pre-Assessed Task:

- Value of pre-assessed task: 20%
- Type of assessment: Online quizz
- Deadline: due 12/11/2025
- Guidelines: Learners will have to take a test via canvas. It will be multiple choice questions regarding the basic theories and models of the course to have been understood through readings of week 1. Learners must complete the 10 questions in a maximum of 30 minutes.

Key-Assessed Task: Case report

- Value of pre-assessed task: 30%
- Type of assessment: group assignment
- Deadline: due 07/12/2025
- Guidelines: Learners will work in teams to analyse a real HR-related theme within the organisation of one of the team members. The goal is to connect course concepts with practical, real-world challenges, and to propose actionable solutions.

Key-Assessed Task: Case recorded presentation

- Value of pre-assessed task: 50%
- Type of assessment: group assignment
- Deadline: due 07/12/2025
- Guidelines: In addition to the written report, learners will create a recorded presentation summarising their case analysis. This will allow the team to communicate their findings, recommendations, and key insights in a concise, engaging, and professional manner.

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