

Intellectual Capital Management for Sustainable Transformation

A STRATEGIC MANAGEMENT SPECIALISATION PROGRAMME

This specialisation programme is designed to equip business leaders, consultants, and entrepreneurs with the skills to manage intellectual capital as a key driver of sustainability, organisational transformation, and performance. Through a series of in-depth courses, participants will gain insights into the strategic management of knowledge, human, organisational, and relational capital to foster innovation, create sustainable business models, and lead change. By understanding how to effectively audit, measure, and leverage intellectual capital, participants will be empowered to drive long-term growth and competitive advantage in today's rapidly evolving, sustainability-focused market.



TARGET AUDIENCE

This programme is ideal for business leaders, managers, and consultants focused on sustainability and organisational transformation.

More specifically:

1. **Senior managers and executives** responsible for strategic decision-making, organisational development, and sustainability integration.
2. **Consultants and change management practitioners** aiming to support organisations in intellectual capital management, performance improvement, and green business transformation.
3. **Entrepreneurs and innovators** seeking to build resilient, sustainable business models and harness intellectual capital for competitive advantage.



DURATION

The program is designed to be completed in 6-9 months.



PROGRAMME OBJECTIVES

- Develop strategic knowledge in intellectual capital management as a driver of sustainable growth and transformation.
- Learn how to integrate knowledge management systems to foster innovation and improve organisational performance.
- Equip leaders with the skills to build human capital strategies aligned with sustainability and transformation goals.
- Understand how to audit and measure intellectual capital, offering insights into intangible assets that drive organisational success.
- Explore strategies to create sustainable business models and develop tailor-made sustainability strategies based on materiality assessments.
- Apply intellectual capital principles to navigate digital transformation and lead successful organisational change.
- Strengthen relational capital by fostering collaboration and building trust with key stakeholders.



LEARNING OUTCOMES

- **Understand the principles of intellectual capital management:** Define and articulate the components of intellectual capital—human, organisational, and relational capital—and their role in fostering organisational sustainability and transformation.
- **Apply knowledge management strategies to drive innovation:** Implement knowledge management systems that promote green innovation and organisational performance in the context of sustainability and digital transformation.
- **Leverage human capital for sustainable growth:** Design and implement strategies for developing human capital that align with sustainability objectives, focusing on recruitment, training, leadership development, and talent retention.
- **Audit and measure intellectual capital:** Establish effective audit frameworks for measuring intellectual capital, providing actionable insights to enhance organisational performance and drive sustainable growth.
- **Develop strategies for managing organisational capital:** Lead initiatives that optimise organisational capital, including strategic planning, technological investment, and continuous improvement, to increase competitiveness and resilience.
- **Foster innovation through the management of innovation capital:** Evaluate and manage innovation capital, aligning research, development, and innovation efforts with sustainability goals and business objectives to drive long-term growth.
- **Navigate organisational change through intellectual capital management:** Apply change management methodologies to intellectual capital initiatives, ensuring smooth transitions during digital transformation and sustainability-focused changes.



PROGRAMME STRUCTURE

The program allows participants to choose a minimum number of courses in order to customise and select the most relevant courses based on their interests and background knowledge.

There are 3 prerequisite courses. These topics are necessary for the participants, to have proper understanding of the key terms.

No.	Prerequisite Courses	Level
1	Introduction to Business Transformation Towards Sustainability	Beginner
2	Introduction to Intellectual Capital	Beginner
3	Introduction to Learning Organisations	Beginner

From the following list of courses, the participants should select at least 5 courses.

No.	Course Name	Level
1	Knowledge Management and Organisational Innovation	Intermediate
2	Building Human Capital toward Sustainability	Intermediate
3	Intellectual Capital and Change Management for Digital Transformation and Sustainability	Advanced
4	Organisational Capital	Intermediate
5	How to Audit and Measure IC	Intermediate
6	Driving Sustainable Growth with Innovation Capital	Advanced
7	Relational Capital	Intermediate
8	Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Materiality	Advanced
9	Creating Sustainable Business Models	Intermediate



APPLIED RESEARCH PROJECTS

FOSTERING INNOVATION IN CONSTRUCTION: THE ROLE OF INNOVATION CAPITAL AND ORGANISATIONAL CULTURE IN DRIVING THE CIRCULAR ECONOMY

- **Importance of the Topic**

The construction industry is under increasing pressure to adopt sustainable practices, with the circular economy offering a framework for reducing waste, enhancing resource efficiency, and minimising environmental impact. Innovation capital—investments and resources dedicated to fostering new ideas and processes—is crucial for construction companies aiming to transition towards circularity. Understanding how to develop the right organisational culture and structures to support innovation in this sector is essential for achieving these goals and staying competitive.

- **Research Subject**

This research examines how construction companies can manage their innovation capital and foster an organisational culture that supports the transition towards the circular economy. It focuses on how businesses in the construction industry can leverage their innovation resources and cultivate a culture that enables sustainable innovation, enhancing both environmental and economic performance.

- **Research Objectives**

- • To investigate the impact of managing innovation capital on the adoption of circular economy principles within construction companies.
- To explore the role of organisational culture in enabling sustainable innovation and creativity in the construction sector.
- To identify the structural and procedural frameworks that best support the integration of circular economy practices through innovation.
- To propose a model that aligns innovation capital management with organisational culture to drive the adoption of circular economy principles in construction.

- **Main Hypothesis**

Effective management of innovation capital, combined with a supportive organisational culture, significantly enhances construction companies' ability to innovate and adopt circular economy practices, leading to improved environmental and business performance.



APPLIED RESEARCH PROJECTS

FOSTERING INNOVATION IN CONSTRUCTION: THE ROLE OF INNOVATION CAPITAL AND ORGANISATIONAL CULTURE IN DRIVING THE CIRCULAR ECONOMY

- **Special Hypothesis**

- Construction companies that foster a culture of innovation are more successful in implementing circular economy principles and achieving sustainable outcomes.
- Structured processes for managing innovation capital in construction companies lead to better integration of circular economy initiatives with business strategies.
- Companies that align their innovation capital management with a culture supportive of sustainability and circular economy practices are more competitive and efficient in resource utilisation.

- **Expected Scientific Contribution**

This research aims to provide new insights into the relationship between innovation capital, organisational culture, and sustainable innovation within the construction industry. By focusing on the circular economy, it will offer a unique contribution to the literature, demonstrating how construction companies can strategically manage innovation to drive sustainability. The study's findings will provide valuable guidance for business leaders, researchers, and policymakers interested in fostering innovation in the transition to a circular economy.

- **Application of the Research Results**

The findings of this research will offer practical guidance for construction companies seeking to innovate towards circular economy practices. The proposed model will help construction firms structure their innovation processes and develop an organisational culture that supports sustainable innovation. Additionally, policymakers and industry leaders can use the research to inform strategies that promote circular economy principles in the construction sector, contributing to broader environmental and economic goals.

- **Keywords**

Innovation Capital, Circular Economy, Organisational Culture, Sustainable Innovation, Construction Industry, Resource Efficiency, Strategic Innovation, Business Performance.



APPLIED RESEARCH PROJECTS

CARING FOR HUMAN CAPITAL: BEST PRACTICES FOR EMPLOYEE WELLBEING, ENGAGEMENT, AND A HEALTHY WORK ENVIRONMENT

- **Importance of the Topic**

In today's fast-paced work environment, the wellbeing of employees is critical to sustaining high levels of productivity, engagement, and organisational success. Creating a healthy work climate—where employees are supported, valued, and able to maintain a work-life balance—ensures not only their wellbeing but also their long-term involvement and commitment to the organisation. This research seeks to understand the best methods to care for employees, promote their wellbeing, and cultivate a positive organisational culture that fosters high engagement and healthy boundaries.

- **Research Subject**

The research explores how organisations can effectively manage human capital by focusing on employee wellbeing, work-life balance, and engagement. It aims to examine the practices that contribute to a supportive and healthy work environment, ensuring employees' physical, mental, and emotional wellbeing while maintaining high performance and involvement.

- **Research Objectives**

- To analyse the impact of employee wellbeing initiatives on engagement and overall organisational performance.
- To explore the best practices for fostering a healthy organisational climate that promotes work-life balance and respects personal boundaries.
- To identify the strategies that increase employee involvement and commitment while maintaining their wellbeing and preventing burnout.
- To propose a framework for integrating wellbeing and engagement strategies into human capital management practices.

- **Main Hypothesis**

Investing in employee wellbeing and creating a supportive organisational climate positively influences engagement and performance, leading to improved organisational outcomes.



APPLIED RESEARCH PROJECTS

CARING FOR HUMAN CAPITAL: BEST PRACTICES FOR EMPLOYEE WELLBEING, ENGAGEMENT, AND A HEALTHY WORK ENVIRONMENT

- **Special Hypothesis**

- Organisations that prioritise employee wellbeing experience higher levels of engagement, job satisfaction, and retention.
- Implementing work-life balance initiatives and maintaining healthy boundaries increases employee productivity and reduces stress and burnout.
- A healthy organisational climate that supports open communication, recognition, and personal growth leads to higher employee involvement and commitment.

- **Expected Scientific Contribution**

This research will contribute to the understanding of how organisations can optimise human capital management by prioritising employee wellbeing and engagement. By analysing the relationship between wellbeing initiatives, work climate, and organisational outcomes, this study will offer valuable insights for business leaders, HR professionals, and researchers. It aims to fill the gap in existing literature regarding the integration of work-life balance and engagement strategies in modern human capital management practices.

- **Application of the Research Results**

The research findings will have practical applications for organisations seeking to enhance employee wellbeing and foster a healthy work environment. The proposed framework will help HR professionals design and implement strategies that improve employee engagement, maintain work-life balance, and create a supportive organisational climate. Additionally, policymakers can use these insights to encourage policies that promote employee wellbeing and sustainable work practices across industries.

- **Keywords**

Human Capital, Employee Wellbeing, Work-Life Balance, Organisational Climate, Employee Engagement, Healthy Work Environment, Performance Management, Human Resource Strategy.



APPLIED RESEARCH PROJECTS

INTELLECTUAL CAPITAL AUDITING - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Importance of the Topic**

The global economy is changing, resources are scarce, and companies of all sizes need to be more competitive and productive. Intellectual Capital (IC) has become a key element of the knowledge economy. IC management is a factor that influences the competitive advantage and innovation potential of companies, especially SMEs. Therefore, it is necessary to audit the way in which this intellectual capital is being managed with a focus on sustainability objectives.

- **Research Subject**

As is widely acknowledged, SMEs make up around 99% of the European Union's production structure and are the main source of innovation. In countries with larger economic deficits, the issue of financing, particularly for SMEs, by financial institutions or the State itself, is very complex, often jeopardising the viability of business projects, hindering internationalisation processes and access to markets.

In this context, the intellectual capital management report, if presented with credible metrics that are recognised and accepted by the various stakeholders, can act as a guarantee and, at the same time, can be used as an important marketing tool. On the other hand, this report, by informing companies themselves of the areas in which they need to improve their performance, indicating the best practices in their respective sector, will serve to improve the functioning of their value chain and will function as a tool for innovation and sustainable management.

The Moulds and Plastics Industry, being a highly competitive and strategic industry in the Portuguese economy, would have a lot to gain if it carried out this audit.

- **Research Objectives**

- To audit of Intellectual Capital Management in the Mould and Plastics Industry.
- To provide recommendation of good practices for the sector.



APPLIED RESEARCH PROJECTS

INTELLECTUAL CAPITAL AUDITING - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Main Hypothesis**

Conducting an intellectual capital audit in the Portuguese Moulds and Plastics industry will significantly enhance competitiveness, innovation, and sustainability by identifying strengths, weaknesses, and opportunities in the management of intangible assets.

- **Special Hypothesis**

- SMEs that audit their intellectual capital experience improved access to financing and market opportunities by demonstrating credible and quantifiable metrics of intangible asset management.
- Intellectual capital audits provide valuable insights that lead to the implementation of best practices, driving innovation and improving value chain performance within the Moulds and Plastics industry.
- Strategic management of intellectual capital contributes to long-term sustainability by promoting continuous innovation and resilience in a highly competitive industry.

- **Expected Scientific Contribution**

This project will contribute to scientific knowledge about the importance of strategic management of intangible assets as drivers of competitiveness and sustainability. It will provide a framework for auditing intellectual capital in SMEs, particularly in the Moulds and Plastics industry, highlighting its role in boosting innovation, competitiveness, and sustainability. It will fill a gap in existing research by linking intellectual capital audits with strategic sustainability goals. The findings can serve as a model for optimizing intangible assets in similar industries.

- **Application of the Research Results**

The present research project aims to contribute to improving the competitive performance of the Portuguese Industry of Moulds and Plastics, making it more innovative, resilient and sustainable. It will also guide financial institutions and policymakers in assessing intellectual capital for better investment and policy decisions. The results will strengthen the sector's resilience and position in the global market.

- **Keywords**

Intellectual Capital Management, Auditing, Competitiveness, Sustainability.