# Human resources management

## Prof. Donatella Bianchi (Module 1); Maria Serena Ciambellotti (Module 2)

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

During module 1 lessons the course aims to provide students with the knowledge and tools they need to manage human resources. The tools and the logics of human resources management will be presented and discussed from the point of view of the HR Department, governance, line managers and collaborators, in order to allow students to acquire a global perspective, and therefore deal with situations and issues related to human resources management using a structured and integrated approach.

During module 2 transversal issues will be explained and discussed: leadership issues/models, training impact on employees development, feedback in team and conflicts management. This will allow students to be prepared to organization life both from individual contributor and manager side.

At the end of the course, students will be able to:

– analyse the role played by the HR Department in the different organisational contexts;

– understand the Employee life cycle (hiring, performance management, engagement plans, rewarding);

– solve the problems related to employees' motivation, taking into account the organisational culture and the business strategy of a specific company;

– interact and communicate appropriately with the HR Department of a company, and with different business interlocutors and social partners.

– understand how to read personality traits and their impact on the organization behaviour

– know the elements to be considered in the team creation, training and development

– know how to manage conflicts and team communication

***COURSE CONTENT***

During module 1 the following will the discussed: the strategic value and role of HR, HR evolution, employee life cycle, hiring and recruiting process, rewarding , compensation and benefit, committment and engagement; performance management; industrial relations.

During module 2 the following will be discussed: leadership, individual values and their interation with organization culture, emotional intelligence for self and others’ management, training impact in employees development, feedback in team coflicts and team management.

***READING LIST***

G. Costa-M. Giannecchini (2019). Risorse umane: persone, relazioni e valore. McGraw-Hill, 4a ed.

S.P. Robbins-T.A. Judge-D. Bodega, Comportamento organizzativo, Pearson, 2016

Slide, articles, TEDx, case studies, will be available on-line on Blackboard for students enrolled to the course.

***TEACHING METHOD***

Frontal lectures, discussion of case studies, business success stories, testimonials

***ASSESSMENT METHOD AND CRITERIA***

*For attending students:*

The final assessment will be based on:

* 50% A written individual test at the end of the course based on the topics explained in class. Students will have to study the textbook, the slides, the articles, the case studies, the success stories presented by subject matter experts, and the teaching material available online on the Blackboard page of the course. The test will consist in open-ended questions in which students will be asked to put into practice the knowledge and the ability to read and analyse HR management processes they have developed during the course.
* 30%: team work project.

In addition, attending students will have to carry out a group work based on the analysis of a case study, in order to test and consolidate the skills acquired during the course. The group work must be submitted on Blackboard, and then presented and discussed at the end of the course.

* 20% individual participation during lessons

Students will have the opportunity to actively participate, discuss cases, exchange experiences with guest speakers. The quality of the participation will be assessed all along the lessons.

Team work project and individual participation will be valid only for “appelli estivi”

For non-attending students:

The final assessment will be based on a written individual test at the end of the course:

100% Final written individual test

Students will have to study the textbook, the slides, the articles, the case studies, the success stories presented by subject matter experts (if available on Blackboard), and the teaching material available online on the Blackboard page of the course. The test will consist in open-ended questions in which students will be asked to put into practice the knowledge and the ability to read and analyse HR management processes they have developed during the course.

***NOTES AND PREREQUISITES***

Students should have a basic knowledge of business management and organisation. Should they lack this background knowledge, they are invited to carry out preliminary catch-up activities on their own. In order to do so, they are advised to read the following textbooks:

D. Bodega-G. Scaratti., Organizzazione, Egea, Milan 2013.

J. Roberts, The Modern Firm: Organizational Design for Performance and Growth, Oxford University Press, 2007.