# Management of Human Resources

## Prof. Chiara Frigerio

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

In order to allow the transformation of a strategy into a sustainable and permanent economic advantage for businesses, it is necessary for the company to make a proper use of its employees’ knowledge base and relationships by improving the quality of their *performance* through the engagement and support of their motivation.

With this in mind, the course has two learning objectives. The first one aims to provide students with the tools and the fundamental skills they need to understand the logics at the basis of the management and development of people within companies, with a focus on innovative and global organisational contexts. The second one aims to transpose the key concepts of the team-based organisation of the workforce and project management adopted by companies to carry out innovative activities.

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

1. understand and compare the features, the conditions for the adoption, and the strengths and weaknesses of different types of human resources management and project management systems;
2. understand the principles for the planning of human resources management systems and consider them as a source of competitive advantage for companies;
3. assess and plan alternative solutions for human resources management systems;
4. apply the key principles of project management;
5. communicate using the typical terminology of project management;
6. demonstrate that they have acquired the learning skills they need to understand the problems related to project management, organisational behaviour, and the planning of business information systems.

***COURSE CONTENT***

*Part one: human resources, value, and organisational choices*

* Human resources management and competitive advantage.
* Task analysis and planning.
* Human resources management processes:
  + Recruitment and selection processes
  + Training processes
  + Performance appraisal processes

*Part two: managing and developing team-based human resources*

* Team organisation
* An introduction to project management
* Project management and coordination tools (Gantt, WBS, critical path, etc.)
* Conflict management
* The soft skills of the project manager

***READING LIST***

Teaching material edited by the lecturer.

A selection of chapters from the following textbooks:

1. R.A. Noe-J. R. Hollenbeck-B. Gerhart-P.M. Wright, *Gestione delle risorse umane*, APOGEO education Maggioli Editore, Milan, 2013, 2nd ed. (chapters from 1 to 7 included)
2. S Baglieri et al., *Organizzare e Gestire Progetti: competenze per il Proejct Management,* second edition, Rizzoli ETAS, Milan, 2012 (from 1 to 4 included + 7).

***TEACHING METHOD***

Frontal lectures, analysis and discussions based on business case studies, practical activities, success stories.

During the course, the information and updates on the teaching method, the exercises, and the teaching and study material will be made available on Blackboard.

***ASSESSMENT METHOD AND CRITERIA***

For the *students who intend to carry out a concrete project*, the final assessment will include a written exam and a group project work.

The written exam, having a duration of 50 minutes, will consist in an individual test determining 50% of the final mark. It will be based on 4 open-ended questions, each of which will award students with a mark ranging between 1 (inadequate answer) and 8 (correct and complete answer, characterised by the use of an appropriate terminology and relevant examples). It is compulsory to answer all the questions, otherwise the exam will be cancelled. One of the 5 questions will be focused on the project carried out in groups.

The written exam will be based on the topics discussed and explained in class and the selection of chapters of the textbooks of reference specified in the syllabus available on Blackboard. The individual test aims to assess the knowledge and the skills acquired during the learning process. Students will have the possibility to take the individual written exam on one of the three official exam sessions in January-February.

The project work will be carried out in groups of 6 people and will determine the other 50% of the final mark. It will be focused on the topics of the second part of the course (project management). Each group will be asked to develop a project plan and apply the topics analysed during classes. The mark will be the same for all the members of the group. Students will have to submit the project at the end of the course.

For the *students who do not intend to join the project work*, the final exam will consist in a written test, having a duration of 75 minutes, based on five open-ended questions on the content of both modules and a structured exercise on the topics related to project management. Each question will award students with a mark ranging between 1 (totally inadequate answer) and 6 (correct and complete answer, characterised by the use of an appropriate terminology and relevant examples). It is compulsory to answer all the questions, otherwise the exam will be cancelled. The reading list for the final exam will be based on all the topics covered by the textbooks in use.

During the written exam, students will have to demonstrate their knowledge of the key concepts, theories, and models of the discipline, their ability to find connections between their newly-acquired concepts and models, as well as apply them, from either an analytical or a problem-solving perspective, to simple situations and organisational problems. The following assessment criteria will have the same weight and equally contribute to the determination of the final mark: the relevance of the answers and the appropriate use of a specific terminology, the ability to use argumentation to create a structured and coherent discourse, the capacity to identify conceptual connections and open issues, and the ability to analyse and develop possible solutions.

Further information on the final assessment will be made available on Blackboard.

***NOTES AND PREREQUISITES***

Class attendance and an active participation in class are highly recommended in order to support the acquisition of the intended learning outcomes.

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.