# Methods and Techniques for Human Resources Management

## Prof. Silvio Ripamonti

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

The course aims to provide students with the basic notions people management within organisational contexts.

The course explores the main approaches to human resource management in organisational contexts. The main dimensions of HRM will be analysed (from the analysis of the need through to recruitment and selection, training development, performance evaluation and rewarding). Particular attention will be paid to an approach aimed at generating value through the use of available human resources.

Starting from a Critical Management Studies perspective, the course explores the role of the HR manager in their composite structure as functional expert, strategic partner and representative for the organisational change processes.

*Intended learning outcomes*

The aim of the course is to acquire knowledge and understanding of the main theoretical and methodological references connected with the processes of human resource development. Furthermore, exercises and contributions will be proposed to develop students’ capacity for critical use of the main HR tools. The study group tool will be proposed as a specific training setting and will aim to rework the contents presented and stimulate reflection on professional practice.

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

* know main methods to manage HR processes expressed in various organisational cultures;
* analyse and critically elaborate some HR practices used in organisational contexts;
* carry out a general planning of human resource management;
* choose which HR tools to use according to the different development stages of staff, from selection, to training, and development, to optimise the individual-organisation relationship;

The course is divided into two modules of 30 hours each, organised as follows:

MODULE 1: Fundamentals of HR management

Unit 1: Evolution in the management of people in organisations

* Concepts and references in people management
* The historical evolution of people management

Unit 2: Strategy, organisation and people

* Strategic management of people in organisations
* Managing people in a highly flexible world

MODULE 2: Development of people in organisations

Unit 3: From entering a company to development

* Selection process
* Induction phase
* Development of people
* Evaluation and performance measurement tools

Unit 4: Emerging themes in HR Management

* Diversity and inclusion management
* The impact of new technologies on people management
* The approach of Critical Management Studies

***READING LIST***

G. Gabrielli-S. Profili, *Organizzazione e gestione delle risorse umane. ISEDI*, Milano, 2021, last edition.

A. Del Rey, La tirannia della valutazione, Elèuthera, 2018.

A. Donadio, *HRevolution. HR nell’epoca della social e digital transformation.* Franco Angeli, Milano, 2017.

A.L. Cunliffe, *Il management*, Cortina Editore, 2017.

Additional, more targeted reading material will be provided by the lecturer during the course.

***TEACHING METHOD***

Lectures will be alternated with the articulation and integration of case studies and outside testimonies from interlocutors representing various contexts and types of organisations.

***ASSESSMENT METHOD AND CRITERIA***

There will be a written test on the material and topics indicated in the Faculty Guide at www.unicatt.it. This test may be integrated with an oral test in accordance with the Examination Commission.

In the written test students should demonstrate knowledge of the key concepts, theories and approaches to the subject discussed during the general part of the course. The examination will be on topics discussed during the course, with particular emphasis on the fundaments of HR and specific techniques regarding people management.

The oral test will develop students’ answers and the topics explored in the written part of the examination.

Assessment will consider the relevance of students’ answers, the appropriate use of specific HR terminology, structured, cohesive arguments and students’ ability to identify conceptual connections and open-ended questions.

The written exam consists of three open-ended questions. Each question has equal weight, assessed with a score from 0 (in case of no answer) to 10 (in case of impeccable answers).

***NOTES AND PREREQUISITES***

Students should be familiar with the main theories of motivation and the organisational cultures of the Psychology of wok and companies.

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.