# Human Resources Management

## Prof. Barbara Imperatori

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

Human Resource managers and professionals face many challenges. They support the business strategies and organizational sustainability, work alongside managers and prepare them to manage employees’ performance and engagement, oversee the day-to-day management of workforce, and manage talents and diversity.

Starting from an economic-business perspective, the aim of the course is threefold. Sharing the different logics and roles of the Human Resource Management department and its relationship with the line managers; providing the competences for human resource management in all phases of the workers' life cycle: recruitment and selection, evaluation, training, career and reward; understanding human resource management logics to plan conscious career paths.

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

– analyse the role of the Human Resources Management department in the various organisational contexts;

– understand the link among human resource management, competitive advantage, business choices and sustainability;

– understand the interdependencies among the different human resource management practices;

– understand the design and implementation of each human resource management system (recruitment and staffing, evaluation, reward, and development systems);

– appreciate the relevance of social, demographic and technological challenges and changes, and their implications for labour management systems;

– communicate and relate with the Human Resources Department of a company and with different professionals and managers using appropriate technical languages and concepts;

* interact positively in social contexts and experience group work dynamics;

– acquire awareness for planning an effective professional career path.

***COURSE CONTENT***

*Human resources management, strategy and corporate values:*

– Strategies, organisational culture and role of the Human Resource Department.

– HR roles and competences.

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*Becoming part of the company:*

– People, performance, competences and motivation.

– Recruitment and selection processes.

*Evaluating human resources:*

– Evaluation processes job, performance, potential.

– Give and receive feedback.

*Manage and develop human resources:*

– Career and internal mobility.

– Training and learning.

*Rewarding human resources:*

– Compensation and benefits.

– Wellbeing, corporate welfare and total reward approach.

*New challenges for the Human Resources Management:*

– New way of working.

– Sustainable HRM.

– Inclusion & diversity and international HRM.

***READING LIST***

G. Costa-M. Giannecchini, *Risorse Umane. Persone, relazioni e valore*, McGraw-Hill, Milan, 2019, 4a ed.

Articles, case studies and in-depth study material will be made available in the classroom and online on the Blackboard platform reserved for students enrolled in this course.

***TEACHING METHOD***

Teaching involves the alternation of frontal lectures, analyses and discussions of business cases, practical exercises, role playing and speeches by company representatives. An action learning activity is also provided through group work to be performed outside the classroom (*i.e.field project*).

***ASSESSMENT METHOD AND CRITERIA***

For *attending students*. The final assessment is based on a written test and a project work as follows:

– 70% on the written test at the end of the course that focuses on the course contents covered in the classroom consistent with the methods and topics of the course. The test is structured in open-ended questions and incidents in which students will be required to use both the knowledge and the competences that are the object of the learning process;

– 30% on a field project to be carried out in a team and to be presented and discussed in the classroom at the end of the course. It will be aimed at analysing a company experience in which students will practice the interaction with a Human Resources Management department and consolidate the competences developed during the course. As part of the field project, a brief individual report by each team member on the main take-homes will also be required.

For non-attending students the final evaluation consists of a single written exam based on the contents of the reference text. The test is structured in open-ended questions and mini-cases and aims at evaluating the knowledge and skills provided by the learning process.

Detailed information regarding the tests and field projects will be available on Blackboard during the course.

***NOTES AND PREREQUISITES***

Prerequisites of the course is a basic knowledge of the institutions and specific languages of business administration and company organization.

Students who do not have such background knowledge will be required to acquire it through individual study activity to be able to follow the course effectively and pass the assessment tests.

To this end, the following texts are recommended:

– Richard Daft ***Organization Theory & Design***

– Robert M. Grant ***Contemporary Strategy Analysis***.

***OFFICE HOURS***

Further information can be found on the professor's webpage at

http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.