# Human Resources Management

## Prof. Barbara Imperatori; Prof. Anna Maria Cova

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

Today, HR professionals face many challenges: to oversee the day-to day management of workers, to guarantee the sustainability of business models and the organizational well-being, to develop and implement strategies; to work alongside managers in the development processes and during continuous change, to manage talents and diversity. The course aims to share logics, models, and approaches and the challenges faced by those who are called upon to design and implement human resources management and work management systems within organisations. In addition, the course aims to provide students with the necessary competences and tools to understand human resources management in all phases of the workers' life cycle according to a systemic logic: recruitment and selection, evaluation, training, development, career and reward.

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

* analyse the role of Human Resources Department in various organisational contexts;
* understand the link between human resources management, the competitive advantage and the sustainability of the business models;
* understand the links between different human resources management practices;
* understand the design and implementation logic of each human resource management system (entry, evaluation, reward, development);
* appreciate the relevance of social, demographic and technological challenges and changes, and the implications for human resource management systems;
* analyse and solve problems related to human resources management;
* propose human resources management solutions to align the needs of the business with those of managers and workers;
* interact with the Human Resources Department of a company and with different interlocutors, using the appropriate language and concepts;
* organise a presentation and understand the work dynamics for projects.

***COURSE CONTENT***

*Human resources management, strategy and corporate values*

– Strategies, organisational culture and the role of Human Resources Management

– The human resources value cycle

*Entering the company*

– The recruiting processes

– Selection: the right people in the right position

*Evaluating human resources*

– The evaluation processes: position, performance, potential

– Give and receive feedback

*Managing and developing human resources*

* Career and internal mobility pathways.
* Learning, training and other development methods.

*Rewarding human resources*

– The reward systems: logics and tools

– Corporate welfare and total reward

*New challenges for Human Resources Management*

– *Employee experience* and talent management.

– New work modes within and across organisational boundaries.

– Managing diversity and sustainability: the role of the HR Department.

***READING LIST***

R.A. Noe-P.M. Wright-J.R. Hollenbeck-B. Gerhart, *Gestione delle Risorse Umane,* Maggioli editore, Milan, 2019, third edition.

*Case studies* published in the Blackboard area reserved for students enrolled in the course.

Further in-depth material will be made available online through the dedicated *Blackboard* platform.

***TEACHING METHOD***

The blended course includes on-site (50%) and off-site (50%) activities.

The on-site activities are based on interactive lectures, including the framing and analysis of case studies, and plenary reflective workshops, tutorials, simulations and testimonies. Off-site activities involve the use of video-lectures (asynchronous) and an intense use of case studies that form the subject of discussion in practical webinars and live feedback (synchronous). Action learning activities will also be proposed through the development of team projects.

The syllabus containing the course's analytical programme will be communicated on Blackboard.

***ASSESSMENT METHOD AND CRITERIA***

The assessment criteria are:

* solid knowledge related to different content areas;
* ability to link various content in a unitary and systemic vision;
* depth, clarity and relevance of argumentation and mastery of technical language and models and constructs used;
* ability to analyse critically, diagnose and resolve problems and identify suggestions for improvement regarding real-life situations and company case studies, through the use of adequate models and analysis tools.
1. *Ongoing assessment*

For students who opt for the ongoing assessment: 50% of the assessment is carried out through two tests (an individual written exam with open-ended questions and mini cases that counts for 20% and a group project that counts for 30% of the assessment). The first test and the group project will take place during the course and content, method and timelines are published in the Blackboard area reserved for students enrolled in the course. The remaining 50% of the assessment is carried out through a final written test (including open-ended questions and mini cases). The final test may only be taken following a positive assessment of the first test and the project work. In order to pass the exam, the final test (to be held in one of the 3 exam calls following the end of the course) must be passed.

B) *Single summative assessment*

For students who opt for a single summative assessment on official exam dates, the exam is written and includes open-ended questions and small case studies based on the content of reference texts. It will aim to assess students’ acquired knowledge and abilities.

***NOTES AND PREREQUISITES***

A basic knowledge of Business Economics and Business Organisation is required.

Those students who lack such preliminary knowledge will be required to individually study up on the subject so as to be able to effectively follow the course.

To this end, the following texts are suggested:

- Airoldi, Brunetti, Coda “*Economia aziendale*”

- Daft “*Organizzazione aziendale*”

- Grant “*L’analisi strategica per le decisioni aziendali*

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.