# Human Resources Management

## Prof. Donatella Bianchi; Prof. Maria Serena Ciambellotti

## *Prof. Donatella Bianchi (Module 1, Lectures 1-6)*

## *Prof. Maria Serena Ciambellotti (Module 2, Lectures 7-12)*

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

During the first 6 lectures, the course aims to provide students with the knowledge and the tools they need to manage human resources from a general perspective. The tools and the logics at the basis of human resources management will be introduced and discussed from the point of view of the Human Resources Department, line managers, and collaborators, in order to help students gain a comprehensive perspective allowing them to face situations and topics related to human resources management in a complex and integrated way.

During the following 6 lectures, the course aims to develop the topics concerning Leadership, the activities related to Organisational Development, the feedback process in team and conflict management, in order to prepare students to organisational life from the perspective of both individual contributors and managers.

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

* analyse the role played by the Human Resources Department in the different organisational contexts, and know the relationship between human resources management and business strategy;
* understand the logics at the basis of human resources management during the Employee life cycle (hiring process, assessment, engagement programmes, rewarding);
* interact and communicate properly with the Human Resources Department of a company, as well as different business interlocutors and social parties.
* understand how to interpret the traits of their own personality and their impact on organisational behaviour
* know the elements that must be considered in the creation, formation, and development of a work team
* orient themselves among intra-team conflict dynamics and communication processes

***COURSE CONTENT***

During module 1, the course will introduce and discuss the following topics: the strategic value of human resources management; the evolution of the Human Resources Department, the employee life cycle, the selection and the hiring process; remuneration policies and reward systems; commitment and engagement; performance management; the relationship with trade unions and level II negotiation.

During module 2, the course will explore the following topics: leadership, individual values and their integration with organisational culture models and the concept of organisational purpose, emotional intelligence in self-management and the management of collaborators, the feedback process in team and conflict management.

***READING LIST***

* G. Costa-M. Giannecchini (2019). *Risorse umane: persone, relazioni e valore*. McGraw-Hill, 4th ed.
* S.P. Robbins-T.A. Judge-D. Bodega, *Comportamento organizzativo*, Pearson, 2016
* Slides, articles, TEDx talks, case studies, and further teaching material will be made available online on Blackboard, the platform reserved for the students enrolled in the course.

***TEACHING METHOD***

Frontal lectures, reading and discussion of articles, TEDx talks, discussion of case studies, and success stories.

***ASSESSMENT METHOD AND CRITERIA***

*For attending students:*

The final assessment will be based on a group work and an individual written exam to be taken at the end of the course:

* *60%: individual written exam at the end of the course*

focused on the course content presented in class. Students will be assessed on their knowledge of the textbook, the slides, the articles, the case studies, the success stories of subject-matter experts, and the additional teaching material available online on the Blackboard page of the course. The exam is based on open-ended questions in which students will be asked to use: their knowledge and their ability to read and analyse human resources management processes, as well as their ability to express the individual and group leadership skills developed during the course.

* *40%: group work*  
  aimed to the analysis of a case study allowing students to experiment and develop the knowledge acquired during the course. Students will have to submit the group work on Blackboard and then present and discuss it during a dedicated lecture at the end of the course.

Furthermore, they will have the opportunity to discuss case studies, interact with guest speakers, and exchange views during the lectures. The quality of their participation will be evaluated during the whole duration of the course.

The mark obtained in the group work and for the individual participation in class will be valid only until the end of the summer session

*For non-attending students:*

The final assessment will be based on an individual written exam to be taken at the end of the course:

* *100%: individual written exam at the end of the course*

Students will be assessed on their knowledge of the textbooks, the slides, the articles, the case studies, the success stories of subject-matter experts (if the video recordings are available on Blackboard), and the additional teaching material available online on the Blackboard page of the course. The exam is based on open-ended questions in which students will be asked to use: their knowledge and their ability to read and analyse human resources management processes, as well as their ability to express the individual and group leadership skills developed during the course.

***NOTES AND PREREQUISITES***

Students should have a basic knowledge of management and business organisation. The students who do not possess the necessary knowledge are expected to carry out a preliminary activity to catch up with the rest of the class. In order to do so, they are invited 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.

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.