# HR Management

## Prof. Anna Maria Cova; Tanya Bondarouk

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

The objective of the course is to provide students with a comprehensive knowledge about the fundamental Human Resource Management activities and processes. Students are expected to learn the basic principles and models behind the actions of HR professionals and their interaction with line managers, as well as the basic knowledge about the Employee Lifecycle: recruitment and selection, performance appraisal, training and development, career management, and compensation and benefits.

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

* identify and interpret the theoretical and conceptual foundations of HRM practices (i.e. recruitment and selection, performance appraisal, training and development, career management, and compensation and benefits) as well as their interdependences and ethical implications in local and global contexts (knowledge);
* understand the importance of e-HRM practices to effectively execute the company strategy in the digital era (knowledge);
* analyse and interpret academic and empirical data and information and transform them into relevant and actionable knowledge on how HRM and e-HRM practices can support the achievement of the organizational strategic priorities (intellectual skill);
* analyze, interpret, and evaluate HR critical issues and new trends in complex and changing environments and propose sustainable solutions to them (transferable skills);
* be aware of the critical issues of a multicultural context (e.g. culture, gender, race, relationship style, time management) and be able to manage them, conducting an effective teamwork (transferable skills).

***COURSE CONTENT***

Module 1

The HRM function and practices in local and global contexts (employee lifecycle, recruitment & selection, competency models, performance management and appraisal, career management, compensation plans and total reward, HR new trends), with a focus on international careers and cross-cultural issues and their ethical implications.

Module 2

History, definitions, main trends and key directions (big data, analytics, gamification, social media) in e-HRM and a strategic management approach to technology-enabled HRM, with a focus on the implementation of e-HRM and their effectiveness.

***READING LIST***

*Required readings*

G. Dessler, *Fundamentals of Human Resources Management (Global Edition),* 5th ed., Pearson, 2019 (pp. 621; ISBN: 978-1-292-26190-4).

Slides, notes and cases provided by the instructors and available in Blackboard.

***TEACHING METHOD***

The teaching methods is based on an interactive approach that involves students, lecturers and guest speakers. Cases studies and examples on the field will be frequently discussed. Students will be also ask to work in teams for developing group projects. Students can directly be involved in practical discussion with guest-speaking about labour trends, Company’s case history, best practices.

***ASSESSMENT METHOD AND CRITERIA***

 Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

 Students are evaluated through: a final written exam, including open questions about contents and case histories (50% of the final grade); a team assigment on HRM (15% of the final grade); a group essay on e-HRM (35% of the final grade). The written exam will be based on the required readings as well as on the arguments covered in class, including business cases, examples, and invited speeches. For a PASS in the multiple assessment route, the final written exam, the team assigment, and the group essay are mandatory and must be a PASS. The grades received in the team assignment and in the group practical essay will be valid until July of each solar year; after this date, these grades will expire and students will be evaluated according to the single assessment route. Students who do not pass the multiple assessment route are evaluated as well according to the single assessment route. Even though attendance is not mandatory for a PASS in the multiple assessment route, it is strongly recommended.

*Single assessment route*

 Students are evaluated through a final written exam, including open questions. The exam will be based on the required readings as well as on the arguments covered in class, including business cases, examples, and invited speeches. Even though attendance is not mandatory for a PASS in the single assessment route, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published in Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 8

*Enrollment requirements* - Basic knowledge of management and organization theory is required. Students who do not have such knowledge are advised to carry out a preliminary alignment activity, by resorting e.g. to the following texts:

* A.L. Cunliffe, *A Very Short,* Fairly Interesting and Reasonably Cheap Book About Management. Sage Publications, 2014.
* J. Roberts, *The Modern Firm: Organizational Design for Performance and Growth,* Oxford University Press, 2007.

*Language of instruction* - English

*Attendance* – Attendance is strongly recommended.

*Associated courses* – Cross cultural management, Change management, Performance measurement

*International dimension* – International teaching materials are used throughout the course.

*Business connection* - The course involves guest speakers from business companies and makes extensive use of contemporary business cases and examples.

*Professional context* - The HR management knowledge developed during this course will be essential for anyone who will pursue a profession in the HR function; however, they will also be particularly useful to all those who will work in any business as a manager as well as an employee. A use of HR management systems, indeed, is essential to support the company strategy and is crucial for achieving high company performance.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.