# Human Resources Management

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

The course aims to teach students the methods and tools for the correct management of human resources in manufacturing and service companies. In particular, it will provide students with the basic elements for managing human resources (assessment, development, training and incentive/remuneration systems) and for developing knowledge as a critical factor for a company's success in the current competitive climate. Furthermore, the course will explore in-depth innovative ways for organising and dividing work in companies.

The course aims to teach students the methods and tools for translating strategic directions into objectives to be entrusted to the company management, exploring in depth the MBO (Management by objectives) methodology. The course relies prevalently on business case study in teaching. In parallel, the course offers an overview of the methods and tools for compensating managerial work.

At the end of the course, students will know:

* the specific determinants of organisational behaviour;
* the role that culture, professionalism and motivation have in determining behaviour;
* and possess skill in the methods of personnel assessment, career and training planning, and knowledge management;
* the tools for incentivising staff and planning company compensation plans.
* the specific implementation of corporate strategies through the use of MBO;
* specific skills in the construction of MbO cards for the main business functions;
* the specific pay survey tool;
* the methods for compensating managerial work in the long term;
* the tools for compensating top management.

***COURSE CONTENT***

Organisational behaviour

* Strategy, human resources and value
* The value cycle of HR

The people

* People, motivations and skills
* Personnel requirements (which and how many people)
* The recruitment process

Performance

* human capital development,
* work organisation and
* performance management

Enhancing human resources

* Evaluating human resources
* Compensation
* Participation
* Valuing differences

Strategy, structure, management by objectives

* From management by objectives to MBO
* MbO methodology and cases
* Pay surveys
* Long term compensation
* Top management pay

***READING LIST***

G. Costa-M. Gianecchini, *Risorse Umane, Persone, Relazioni, Valore*, McGraw-Hill.

Lecture notes and materials from the lecturer will be made available on Blackboard platform.

In-depth readings will also be made available on Blackboard platform.

***TEACHING METHOD***

Frontal lectures aimed at activating learning of a cognitive nature, seminars held by executives from complex companies and organisations aimed at activating awareness-raising learning, and interactive business cases that allow workshop-like experimentation with realistic (though unreal) situations. Group work is preferred.

Participation in a classroom project, to be carried out in groups throughout the duration of the course, aimed at understanding and developing roles and relationships between the different units that make up the HR management function accompanies the teaching plan.

***ASSESSMENT METHOD AND CRITERIA***

A written exam comprising three components: the solving of a business case containing an MbO exercise, the answering of open-ended questions (in a synthetic way), and the answering of multiple-choice questions.

Participation in the classroom project is part of the evaluation.

***NOTES AND PREREQUISITES***

For students attending lectures, the exam must include study of the indicated texts, the contents of the work carried out in class (in-depth study of the case studies and examples and discussions proposed by the lecturer), as well as work and individual study indications. The teaching material will be available on the Blackboard platform.

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