## **Human Resources Management**

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

Human Resources Management faces two challenges today: overseeing the daily management of the workers and the development of business strategies; supporting managers in the process of the constant training of workers. The course aims mainly to share the logic and models for interpretation and action of the Human Resources Department and its relation with business. In addition, the course aims to provide students with the necessary competences and tools for the management of human resources in all the different phases of the workers’ life-cycle according to a systemic logic: recruitment and selection, assessment, training, career and reward.

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

* analyse the role of Human Resources Management in different organisational contexts;
* understand the link between human resources management, competitive advantage and business choices;
* understand the links between various human resources management practices;
* understand planning and implementing logics of each human resources management system (entrance/admission, evaluation, reward, development);
* appreciate the relevance of social, demographic and technological challenges and changes and their implications for human resources management;
* analyse and solve problems regarding human resources management;
* propose solutions for human resources management that will align the business needs with those of the manager and the workers;
* engage with the Head of Human Resources Department of a company and various interlocutors by using appropriate language and concepts;
* acquire awareness to plan their own professional and career paths.

***COURSE CONTENT***

*Human Resources Management, strategy and company values*

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

– Human resources cycle of value.

– The factors in work performance.

*Entering the company*

– People, motivation and competences.

– Recruitment processes.

– Selection: the right people at the right place.

*Evaluating human resources*

– Evaluation processes: position, performance, potential.

– New challenges for performance evaluation.

– Giving and receiving feedback.

*Managing and developing human resources: logics and tools*

* Career and internal mobility*.*
* Training and learning.
* One-to-one training and other training forms.

*Rewarding human resources*

– Reward processes: logics and tools.

– Well-being, company welfare and total reward.

– Social responsibility.

*New challenges for Human Resources Management*

– People engagement

– Digitalisation: new roles and new ways to work.

– Diversity management, talent management and international HRM.

***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 study material will be made available online on the Blackboard platform.

***TEACHING METHOD***

This blended course includes face-to-face activities (50%) and distance activities (50%).

Lectures are based on interactive lessons for framing the topics discussed, analyses of case studies and plenary reflective workshops also done through the analysis of case studies, exercises, simulations and testimonies. Distance activities include video lectures (asynchronous), an intense use of case studies discussed through practical webinars and live feedback (synchronous). Action learning activities will include the development of team projects.

The detailed course programme will be communicated on Blackboard.

***ASSESSMENT METHOD AND CRITERIA***

1. *Ongoing assessment*

For students who opt for an ongoing assessment: 50% of the assessment will be based on two tests (a written individual classroom test with multiple choice questions weighing 20% and a group project weighing 30%) delivered during the course as per the mode, instructions, content and timelines that will be published in the Blackboard area reserved for students enrolled in the course; the remaining 50% of the assessment will be based on a final written test (which includes open-ended questions and mini-cases). The final exam may only be taken following a positive assessment on the tests delivered during the course. In order to pass the exam, the final test (to be held on one of the 3 official exam dates following the end of the course) must be passed.

1. *Single summative assessment*

Those students who opt for a single assessment on the exam official dates will sit a written exam comprising open-ended questions and mini cases based on the content of the reference text. The test aims to assess students’ acquired knowledge and skills.

***NOTES AND PREREQUISITES***

Basic knowledge of Business Administration and Business Organisation is required.

Students not in possession of such prior knowledge shall be responsible for acquiring it through individual study so that they can attend the course effectively.

For this purpose, the following textbooks are suggested:

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

– Daft “*Organizzazione aziendale*”

– Grant “L’analisi strategica per le decisioni aziendali

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.