UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Organizzazioni e Gestione delle Risorse Umane

2122-3-E1601N102

Learning objectives

With this course, we intend to promote the following learning, in terms of

- acquire the main models, methods, tools for the management of Human Resources;
- acquire the skills of organizational analysis and planning, with a specific focus on managing change and organizational innovation;
- acquire the conceptual and operational tools to assess the adequacy of the organizational model in place, identify alternative solutions (development or change of the organizational model), and evaluate the cost / opportunity associated with the change in the structure;
- dealing with highly topical issues and challenges in organizational contexts, related to the evolution of technology, digital transformation and the spread of working at home and the various agile work policies;

The course contributes to developing the following key competences:

- ability to apply knowledge and models to analyze the challenges and opportunities proposed by the evolution of organizational strategies and human resource management in the context of complex organizations.

The teaching contributes to the formation of the Specialist profile of the work organization.

Contents

The course in Organization and Management of Human Resources aims to promote knowledge about the methods and tools used by human resources professionals to intervene effectively in the conscious and integrated

management of people in organizations.

Detailed program

The course is developed in different modules, divided into 21 lessons (plus one for reviewing the course):

- "Human resources", what are they?
- How human resources management changes
- The value of human resources
- Performance and development of human resources
- People and motivations
- The skills
- Programming the staff between needs and strategy
- The measurement of human resources
- Technologies for the management of human resources
- The labor markets
- The right people in the right place: the selection process
- From collective agreement to individual agreement
- The psychological contract and relational levers
- Develop human capital
- The organizational culture
- Organize people's work
- How to improve performance?
- The evaluation of human resources
- Human resources and remuneration
- The forms of participation
- Valuing differences and plurality

Prerequisites

Teaching methods

- Frontal lesson (for the theoretical part);
- Practical exercises (to refine the ability to relate different knowledge and models);
- Group work (to refine the ability to relate different knowledge and models);
- Videoconferencing with professionals (whenever possible, we will have professionals of the field of human resources management as guests every week);
- Case study analysis (to refine the ability to apply knowledge and models to analyze the challenges and opportunities of human resources management in the context of complex organizations).

Learning materials (online, offline)

- Handbook;
- Presentations;

- Study cases;
- Videos.

Assessment methods

Oral examination.

The evaluation will aim to verify:

- Knowledge and understanding of the complexity of the relationship between people management and organization;
- Knowledge and understanding applied to the analysis of case studies concerning the opportunities and criticalities of the use of tools for the human resource management by organizations;
- The autonomy of judgment regarding, for example, some cognitive "biases" (common sense, fashion effect, false analogies, etc.);
- The communication skills in the use of a specialized language;
- The ability to learn.

Textbooks and Reading Materials

Costa G., Gianecchini M., *Risorse umane*, IV edizione, 2019, McGrawHill