

## COURSE SYLLABUS

### Organisations and Human Resources Management

2223-3-E1601N102

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#### Learning objectives

*1) Knowledge and understanding*

The course aims at providing students with a knowledge of the main:

- models, methods, and tools for the management of Human Resources (HRM);
- problems and challenges that the HRM function typically face in today's organizational contexts, especially with respect to the introduction of digital technologies and the employees' well-being.

*2) Applying knowledge and understanding*

Through this course, students will learn to:

- analyze and apply the main models, methods, and tools of HR management in relation to the current challenges of this function in complex organizations;
- think critically about the role and responsibility of this function in contemporary organizations.

#### Contents

The relationship between organization and HRM, in a world increasingly characterized by sudden technological transformations and economic changes at a global level, becomes today particularly complex and articulated. This course aims not only at providing students with the tools to understand functions and purposes of the Human Resources Department in an increasingly globalized and complex world, but also to make them think critically about risks and paradoxes of the HR profession and the management of Human Resources more in general.

After having presented and discussed the main concepts and tools for understanding the 'HRM' function and its relationship with the organization in general, the most salient aspects will be explored, such as the linkage between organizational design, motivations and skills; the collective and individual labor agreements; the human capital development and the performance management; the enhancement of human resources and their reward. In particular, through thematic in-depth analysis, the relationship between the introduction of new IT-based technologies and the well-being of the people in the organization will be explored.

## **Detailed program**

During the first part of the course, the concepts, tools, and main issues related to the management of human resources will be presented, from an organizational and sociological perspective. We will examine what the HR function is, and how the role of the HR management can be interpreted and structured in relation to the organizational structure, the organizational culture, as well as the skills needed.

Then, the central topics of HRM will be presented, with attention to the relationship between people, organization, and technology. Specifically, the following four 'nodes' of the human resources value cycle will be addressed, i.e., people, relationships, performance, and enhancement:

- People: the skills of people and the motivations that drive them to participate in organizational life will be analyzed, as well as the qualitative and quantitative programming of personnel;
- Relationships: the relationships between the organization and the person will be investigated, through the examination of the individual and collective labor contract, with attention to the role of industrial relations;
- Performance: the organizational conditions that allow people to realize their potential will be defined. This has to do with the alignment of individual skills and role but also with the definition of space, time, and way of working;
- Enhancement: the issue of enhancement of people will be addressed, i.e., the ways in which people are assessed, remunerated, and become part of organizational processes, with particular attention to the issue of diversity, plurality, and well-being, also in relation to the introduction of new technologies.

The topics will be in-depth examined through the constant discussion of case studies and articles, in-depth analysis developed in the classroom and in group work, as well as through the involvement of experts.

## **Prerequisites**

Basic knowledge of organization theory.

## **Teaching methods**

Frontal lessons, classroom exercises and group work, case studies, meetings with experts.

The lessons have an interactive slant: the exposition of key concepts of organizational theory goes hand by hand with the examination of cases and / or ad hoc exercises and / or in-depth analysis co-built with the classroom for making the students able to assimilate concepts.

## **Assessment methods**

Oral exam.

The oral exam will concern all the given references (the textbook, articles, slides etc.). The exam questions are aimed at the intensive control over the capacity for autonomous reflection on critical points of the exam program. The correct use of language as well as the ability of argumentation will be also evaluated. No intermediate tests.

## **Textbooks and Reading Materials**

The bibliographical tentative list is:

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

Slides, additional references, and further material will be specified in more detail with the beginning of the course and during lessons. They will be available online through the e-learning system and/or through the Milano-Bicocca University library.

## **Sustainable Development Goals**

GOOD HEALTH AND WELL-BEING | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE

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