UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Human Resource Management (advanced Course)

2223-1-F5701R006

Course title

Human resource management

Topics and course structure

Human resource management processes are crucial for companies operating in the most competitive sectors, as well as in Public Management (e.g. local authorities, social-health services and public utilities) and in the third sector (e.g. NGOs). There is in fact a broad consensus among managers on the idea that effective human capital governance is an indispensable requisite for achieving organizations' results.

Prospective business and professional training experts have a more specific interest in HR competencies: in their work (in companies or as consultants) they usually have to interact mainly with colleagues in the HR department, both to organize new training projects and/or to support other activities (for example, in the on boarding process).

This course aims to develop an advanced knowledge on HRM processes and activities. The introductory part deals in particular with the analysis of value creation and its interplay with the management of human capital. In the central part the main HR tools are deeply examined: personnel planning, recruitment, selection, on boarding, evaluation, reward management, development, career and labor relations. Finally, in the last part we consider how to effectively design the HR department.

Objectives

At the end of the course students will have to demonstrate that they possess the necessary operational skills to: carry out the mapping of critical skills for organizational roles (job profiling); build skills inventories; design selection

processes with appropriate assessment tools; assess competency gaps and define hedging strategies; design training interventions and human capital development stretegies; set up compensation policies.

Methodologies

Lectures, introductory video pills, case studies discussion, group exercises and guest speakers

Online and offline teaching materials

Slides projected during the lessons, as well as asynchronous videos and every other integrative material (eg videos, articles, educational notes and so on), are made available through the platform http://elearning.unimib.it

Programme and references for attending students

Course topics

- Human Resource Management: Gaining a Competitive Advantage
- Strategic Human Resource Management
- The Analysis and Design of Work
- Human Resource Planning and Recruitment
- Selection and Placement
- Training
- Performance Management
- Employee Development
- Employee Separation and Retention
- Pay Structure Decisions
- Recognizing Employee Contributions with Pay
- Employee Benefits
- Collective Bargaining and Labor Relations
- Strategically Managing the HRM Function

Reference list

- Noe, R.A. et al (2022). Human Resource Management: Gaining a Competitive Advantage. (13th ed). McGraw-Hill. Chapters 1-2-4-5-6-7-8-9-10-11-12-13-14-16. The book can be bought at the main online bookstores.

Programme and references for non-attending students

- Human Resource Management: Gaining a Competitive Advantage
- Strategic Human Resource Management
- The Analysis and Design of Work
- Human Resource Planning and Recruitment

- Selection and Placement
- Training
- Performance Management
- Employee Development
- Employee Separation and Retention
- Pay Structure Decisions
- Recognizing Employee Contributions with Pay
- Employee Benefits
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Assessment methods

Attending studentes assessment

In course evaluation periodical group exercises reports (0 to 6 points) to be delivered at the deadlines communicated in the program published in the course website;
Individual written exam at the end of the course based on the topics taught in class (0 to 27 points)

Students might require and additional *oral exam* to be sustained in the month of January during the official exams days.

With reference to the SUA-Cds indicators, the exams will test:

- knowledge of human resource management and development systems;
- design of human resources assessment and evaluation processes;
- assessment methods for the selection, training and development of organizational human resources;
- design of individual development plans in organizations

Students assessment in ordinary exams days - for unattending students

*Written exam (mandatory) and *oral colloquium* (optional, on a student's call). Exams assess student's learning in terms of knowledge of textbooks contents

With reference to the SUA-Cds indicators, the exams will test:

- knowledge of human resource management and development systems;
- design of human resources assessment and evaluation processes;
- assessment methods for the selection, training and development of organizational human resources;
- design of individual development plans in organizations

both in the written and oral exams semi-structured open questions are asked to assess the theoretical knoledge and expertise acquired by the students on the course topics

Office hours

Office hours are made available to students every week in the general information section of the course elerning webpages

Programme validity

Course programs are valid for two academic years.

Course tutors and assistants

dott. Alberto Capretti

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH