UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organizing, Human Resource Management and Diversity

2425-2-E1601N108

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 diversity management, 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 challenges of this function in current organizations;
• think critically about the role and responsibility of this function in contemporary organizations, especially with respect to diversity management and inclusion.

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 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, with a focus on diversity & inclusion issues.

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 psychological contract; participation and diversity management. In particular, through thematic in-depth analysis, these issues will be further 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 human resources' selection and recruiting;
• Relationships: the relationships between the organization and the person will be investigated, through the examination of the psychological contract between the organization and the employees;
• 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, 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 case studies and articles, in-depth analysis, as well as through the involvement of experts.

Prerequisites

Basic knowledge of organization theory*

*As preparatory reading we recommend chapter 2 of the manual entitled: Catino, M & Tirabeni, L (2023). Fondamenti di Organizzazione. Il Mulino. Bologna.

Teaching methods

Frontal lessons with 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 for making the students able to assimilate concepts.
The course consists of 56 hours, with approximately 50% dedicated to traditional teaching methods (TT) (lectures utilizing slides, audio, and video) and 50% to interactive teaching methods (IT) (exercises, group work, and case studies). Please note that some TT lessons may be delivered asynchronously online, for a percentage not exceeding 15% of the total.

Assessment methods

Written exam with questions regarding all the given references (the textbook, articles, slides etc.). Multiple choice

questions (15) are used for the extensive control of the preparation on the exam program; while the open ones (2) 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.

Failing the exam does not make the student ineligible to retake the test on the following date.
There are no ongoing tests.

Please note that at the time of ending of classes (December 2024) the detailed program (with references to the textbook and cases/furher materials) will be available on line. It will remain valid for all the exams of the current academic year.

Textbooks and Reading Materials

The reference text is:
Tirabeni, L. (2023). Organizzazioni e gestione delle risorse umane. *McGraw-Hill Education Create*. ISBN 9781307918403. N.B. The text has been designed *ad hoc* for this course and it is available at the Cortina Bicocca bookshop or online on Amazon and similar platforms.

Slides, additional references, and further material will be also specified in detail with the beginning of the course and during lessons. These 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 | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | REDUCED INEQUALITIES