

COURSE SYLLABUS

Organizing, Human Resource Management and Diversity

2526-2-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 and the introduction and use of digital technologies.

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.

3) Independent judgment

Through this course, students will be able to:

- Critically analyze a human resource management problem and identify the most appropriate HR tools to address it;
- Independently evaluate the suitability of the tools available to the HR function in relation to the organizational context, developing an approach that is both rigorous and critical.

4) Communication skills

Through this course, students will be able to:

- Clearly and rigorously express the concepts learned, both orally and in writing, using appropriate terminology;

- Coherently discuss problems, relevant solutions, and key issues in the field of HR management, with particular attention to diversity and inclusion.

5) *Learning skills*

The course will enable students to:

- Develop the learning abilities necessary to successfully undertake further studies requiring a deep understanding of contemporary HR management tools;
- Acquire an autonomous and rigorous study method that allows them to deepen their knowledge and independently explore new topics related to human resource management.

Contents

The relationship between organization and human resource management, in an era like ours increasingly marked by rapid technological transformations and global economic changes, is particularly complex. This course aims not only to provide the tools to understand the functions and objectives of Human Resource Management in today's organizations, but also to encourage students to critically reflect on the risks and paradoxes of the HR profession and human resource management more broadly, with particular attention to issues of diversity and its enhancement.

After presenting and discussing the main concepts and tools for understanding the 'Human Resource Management' function and its relationship with the organization as a whole, the course will delve deeper into its most significant aspects, such as the link between organizational design, motivation, and competencies; personnel selection; the relationship between labor markets, career systems, and the promotion of diversity; and the psychological contract. These topics will also be explored through more specific thematic focuses.

Detailed program

In the first part of the course, concepts, tools, and key issues related to Human Resource Management will be introduced from an organizational and sociological perspective. In particular, the course will examine what the HR function entails and how the role of HR management can be interpreted and structured in relation to organizational design, corporate culture, and competencies.

Subsequently, the central themes of Human Resource Management will be explored. More specifically, some critical issues within the human resource value cycle will be addressed, particularly:

- **People:** the course will analyze individual competencies and the motivations that drive people to participate in organizational life, as well as personnel recruitment and selection, and the valorization of diversity in the labor market from an HR management perspective;
- **Relationships:** the relationships established between the organization and the individual will be examined, with particular focus on the psychological contract between the organization and its employees;
- **Performance:** the course will define the organizational conditions that enable individuals to realize their potential, which involves the alignment of individual competencies and roles, as well as the structuring of workspaces, schedules, and modalities.

These topics will be explored through case studies, articles, in-depth discussions, and contributions from 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.

Please note that at the time of ending of classes (December 2025) the detailed program (with references to the textbook and cases/further materials) will be available on line. It will remain valid for all the exams of the current academic year.

Textbooks and Reading Materials

Tirabeni, L. (2025). *Organizzazione, Gestione delle Risorse Umane e Diversity Management*. McGraw Hill. 230 pp. ISBN: 9798219067129.

The book is available at the Cortina Bicocca bookstore or through the main online 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
