UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organizational Development and Human Capital

2526-2-F6302N029

Learning objectives

The aim of the course is to explain the topic of organizational design, by focusing on the role of human capital for the development of the institutions, such as private, public and non-profit organizations.

"Knowledge and Understanding"
Students acquire theoretical and analytical knowledge to understand the role of human capital in organizational design and strategic human resource management decisions. The course combines conceptual models with real-life national and international cases, videos, and testimonials to enrich applied learning.

"Applying Knowledge and Understanding"
Students work in groups on practical projects, such as analyzing HR management models within companies, through data collection, interviews, and the development of recommendations. The course enhances strategic and analytical skills, encouraging critical analysis of existing practices in real business contexts.

"Autonomy of Judgement"
By analyzing real-world cases, students develop critical thinking regarding strategic options. Classroom discussions, project feedback, and simulations support the development of independent evaluation skills related to HR management issues and decisions.

"Communication Skills"
Students deliver oral presentations of group projects, refining clear, concise, and effective communication. Interactive lectures and case discussions promote engagement and peer exchange.

"Learning Skills"
The course includes self-managed activities such as readings, case studies, and field projects, encouraging learning through feedback, multimedia resources, and hands-on experience in organizational settings.

Contents

After recalling the topic of organizational needs and the main management tools, a particular attention will be brought to the interpretative models of the dynamics of human capital within organizations, and specifically services' providers. International researches, national experiences and business cases will be used for training support. Attention will be dedicated to show the main human capital management policies, processes and practices.

Detailed program

The course alternates between lectures, case histories and evidences, and the topics treated are as follows:

- From human capital to strategic human resource management

- Actor behavior

- Value cycle of human resource

- People and human resource planning

- Recruiting and human resource selection

- Management of the psychological contract

- Training and human resource development systems

- Reward systems and human capital enhancement

Prerequisites

Fairly good skills in learning, writing and speaking, together with a general knowledge about the economic processes.

Teaching methods

The Course consists of 48 hours, of which approximately 50% will be delivered through didactic delivery (lectures with the use of slides, audio and video) and 50% through interactive teaching (exercises, group work, project work and company testimonials). Eleven lectures, with 31-hour in total, will be conducted in interactive/erogative modes remotely.

Assessment methods

Written test + project work

The written examination includes CLOSED ANSWER TESTS (multiple choice) and OPEN QUESTIONS. The written test assesses the knowledge acquired during the course and the ability to reflect independently on critical points of the programme. The project work assesses the ability to apply the knowledge and tools learnt during the course to the analysis of a real context.

Textbooks and Reading Materials

- Costa G., Gianecchini M. (2013) “Risorse umane. Persone, relazioni e valore”, McGraw-Hill (III Edizione)
- Slides, cases and papers selected by the professor.

Sustainable Development Goals

QUALITY EDUCATION | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE