UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Laboratorio di Modelli e Pratiche per la Gestione e lo Sviluppo del Personale - Turno A

2526-2-F5106P049-TA

Learning area

Experiential learning

Learning objectives

The workshop aims to develop fundamental competencies for the strategic and operational management of Human Resources, through an integrated understanding of the main HR processes and the hands on use of tools applied in contemporary organizations.
Its goal is to guide students in exploring the most relevant HR intervention areas (selection, performance management, learning and development, total rewards, climate and engagement), providing theoretical, methodological, and practical elements to analyse, design, and manage professional activities in the Human Resources field.

Knowledge and Understanding

• understand the main functions of the HR department and their role within the organizational system;
• become familiar with people management models in complex organizations;
• interpret the socio psychological dynamics that influence HR processes (motivation, leadership, organizational culture);
• study the tools and methodologies used across HR areas (recruiting, onboarding, evaluation, development, training, compensation, employee relations);
• understand the principles guiding the alignment between organizational strategy and human capital management.

Applying Knowledge and Understanding

• conduct an HR needs analysis starting from the exploration of the organizational context;
• design a simple HR process (e.g., selection, performance review, onboarding pathway);
• use standard HR operational tools (job descriptions, competency matrices, evaluation systems, HR KPIs);
• analyse real HR cases and formulate intervention hypotheses;
• develop a project work simulating a complete HR intervention, from diagnosis to operational proposal.

Making Judgements

• Through interactive sessions based on case discussions, small group exercises, and guided analysis of materials (e.g., videos) related to workplace contexts, students are encouraged to develop critical thinking and autonomous judgement in interpreting the psychological phenomena underlying personnel management.
• Small group work fosters critical reflection, exchange of ideas, and the ability to articulate and defend one's own viewpoints.

Communication Skills

• The workshop promotes communication skills through constant interaction between students and the instructor, discussion of cases, and participation in group work, with opportunities to present and discuss results in class with peers and the instructor.
• The aim is to develop familiarity with the professional language used in HR contexts.
• Collective discussion of organizational cases and guided analysis of materials also support active listening and constructive dialogue.

Learning Skills

• The workshop aims to provide the foundations that enable students to independently continue deepening their understanding of HR practices.
• Exposure to concrete cases and active participation in workshop activities stimulate personal elaboration of concepts and foster a critical and autonomous approach, also in view of practical application in professional settings.

Contents

The Human Resources function is one of the central levers for organizational competitiveness and sustainability. HR professionals are responsible for creating the conditions that allow people and teams to effectively contribute to organizational goals through processes of selection, evaluation, development, engagement, and change management.

The workshop offers an integrated path that begins with context analysis and its dynamics, moves through the main HR processes, and culminates in the design of concrete interventions. Students will experiment with practical tools and methodological approaches used in contemporary organizational environments.

Main Topics

• **Exploring the organizational context**: organizational culture; reading organizational structures; mapping HR areas.
• **Talent Acquisition**: role architecture and job descriptions; the selection process; interview techniques; screening tools; potential assessment.
• **Performance Management & Professional Development**: evaluation systems; goal setting; feedback and performance conversations; competency management; development models; individual growth plans; the role of learning.
• **People Engagement & Organisational Wellbeing**: work climate, engagement, wellbeing, organizational identity

and values.
• **Total Rewards & Employee Relations**: compensation levers; total reward concepts; differences between fixed and variable pay; industrial relations, conflict management, and fundamentals of labour law.
• **People Analytics**: technological support in HR processes; Artificial Intelligence applied to HR.

Detailed program

The workshop will be divided into **five thematic modules**, each focusing on a key component of HR Management:

1. **Lenses, maps, and boundaries: exploring the organizational system**
   o Context analysis
   o Culture, structure, and roles
   o Mapping HR processes
2. **Moving talents: selection, onboarding, and potential assessment**
   o Recruitment and screening
   o Interview techniques
   o Assessing competencies and potential
3. **Objectives, competencies, improvement, and future growth trajectories: performance and professional development in organizations**
   o Evaluation systems
   o Feedback and feedforward
   o Conducting an effective performance review
   o Competency analysis
   o Learning & Development
   o Designing growth and succession plans
4. **Fairness, wellbeing, and relationships: the daily management of people**
   o Compensation & Benefits
   o Welfare plans to support wellbeing and organizational climate
   o Employee Relations and conflict management
5. **Artificial Intelligence between opportunities and resistance**
   o Technology in HR processes
   o People Analytics & AI
   Final Project Work

Students, working in groups, design a complete HR intervention (e.g., a selection process, onboarding pathway, performance management system, or development initiative).
An individual reflective report on learning outcomes is also required.

Prerequisites

None

Teaching methods

The workshop, held in Italian, involves strong active student engagement through 8 hours of active classroom teaching and 16 hours of interactive teaching using the following tools:

• role playing and simulations of interviews, feedback conversations, and performance discussions;
• exercises based on real cases and analysis of complex HR situations;
• “digital missions” using gamification to explore contemporary HR trends;
• group work on real corporate materials (job descriptions, competency matrices, policies).
• active classroom teaching and group discussions

The 24 hours are distributed across 6 sessions of 4 hours each, held weekly.
Teaching alternates between lectures, guided discussions, and practical activities, with significant emphasis on observation and collective reflection.

All activities are conducted in person.

Assessment methods

Active participation in the group project work.
• Submission of an individual final reflection report on learning take aways. International students can write their final report in English.
• Minimum attendance of 75% of total hours.

Successful completion grants the corresponding academic credits.

Textbooks and Reading Materials

• Avallone, F., & Paplomatas, A. – Salute organizzativa: psicologia del benessere nei contesti lavorativi – Raffaello Cortina.
• Borgogni, L., Petitta, L., & Steca, P. – Competenze nel lavoro: modelli e strumenti – Raffaello Cortina.
• Quaglino, G. P. – La direzione del personale – Raffaello Cortina.
• Camerino, D., & Conway, P. – Psicologia del lavoro nelle organizzazioni – Carocci.
• Kaneklin, C., & Scaratti, G. – Formazione e sviluppo organizzativo – Raffaello Cortina.
• Pontecorvo, C. et al. – Comunicare nella formazione – Carocci.
• Bresciani, P. – La selezione del personale – FrancoAngeli.
• Gherardi, S. – Apprendimento e conoscenza nelle organizzazioni – Il Mulino.
• Costa, G., & Gianecchini, M. – Risorse Umane – McGraw-Hill Education
• Ulrich, D. – Human Resource Champions – Harvard Business School Press.
• Ulrich, D., Brockbank, W. – The HR Value Proposition – Harvard Business Press.
• Armstrong, M. – Armstrong’s Handbook of Human Resource Management Practice – Kogan Page
• Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. – Human Resource Management – McGraw-Hill.
• Garavan, T., McGuire, D. – Human Resource Development: Theory and Practice – Sage.
• Aguinis, H. – Performance Management – Pearson.
• Pulakos, E. – Performance Management: A New Approach for Driving Business Results – Wiley.
• Robbins, S. P., & Judge, T. A. – Organizational Behavior – Pearson.
• Schein, E. H. – Organizational Culture and Leadership – Jossey-Bass.
• Goleman, D., Boyatzis, R., & McKee, A. – Primal Leadership – Harvard Business School Press.
• Kotter, J. P. – Leading Change – Harvard Business Press.
• Yukl, G. – Leadership in Organizations – Pearson.
• Hackman, J. R. – Leading Teams – Harvard Business School Press.

Sustainable Development Goals

GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH