



UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Organizzazione, Gestione delle Risorse Umane e Diversity Management

2627-2-E1602N017

Learning objectives

The course "Organization, Human Resource Management, and Diversity Management" enables students to develop the five expected areas of competence, in accordance with the Dublin Descriptors (DD). In particular:

DD 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.

DD 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.

DD 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.

DD 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.

DD 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

The course introduces the key concepts, tools, and major issues related to Human Resource Management (HRM) from an organizational and sociological perspective. In particular, it systematically addresses four interconnected themes, with special attention to their implications for diversity and inclusion.

1. What is the HR function? Definition and scope of action

The Human Resources (HR) function encompasses the set of activities and responsibilities dedicated to managing people within an organization. It includes the planning, acquisition, development, and enhancement of human capital, with the aim of supporting organizational effectiveness and the achievement of organizational goals.

2. How is the HR function organized? Strategy and organizational design

The HR function is responsible for defining strategies and organizational models that are aligned with the organization's objectives. This involves designing personnel management policies and practices that support organizational development, foster coordination among different units, and ensure consistency between strategy, organizational structure, and people management.

3. What are the core dimensions of the HR function?

The HR function can be understood as a value-creation cycle structured around several key dimensions: People:

the skills, knowledge, and individual characteristics present within the organization; Relationships: the dynamics of collaboration, communication, and trust among individuals and groups; Performance: the results achieved and contributions made by individuals toward organizational goals; Development and recognition: the processes through which individuals are acknowledged, supported, and enabled to grow professionally.

4. What does the HR function do?

Particular attention is given to the diversity of people's motivations and competencies, as well as to the recognition and enhancement of diversity within organizational contexts. In this area, special emphasis is placed on recruitment and selection processes, through which organizations identify and hire new employees, and on the development of the psychological contract, namely the set of mutual expectations between employees and the organization. Closely related to this is employer branding, which refers to the strategies through which an organization builds and communicates its attractiveness as a place to work.

These topics will be explored through case studies, academic articles, in-depth discussions, and the possible involvement of guest 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 are used for the extensive control of the preparation on the exam program; while the open ones 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 2026) 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
