

## Managing People

Academic Year: ( 2021 / 2022 )

Review date: 08-06-2021

Department assigned to the subject: Business Administration Department

Coordinating teacher: STIRPE , LUIGI

Type: Compulsory ECTS Credits : 3.0

Year : 1 Semester : 2

## REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

This course is taught in the second semester. Students should pass all the courses in the first semester.

## OBJECTIVES

At the end of the course, students should be able to:

- Explain what it means to manage employees strategically;
- Describe the standards of "good" Human Resource (HR) strategies;
- Describe the essential HR initiatives managers can use to contribute to deploy a firm's strategy, such as:  
Job design and HR planning;  
Recruitment and selection  
Training;  
Performance management;  
Compensation;
- Explain the main challenges managers may come across when it comes to developing and implementing HR initiatives, and discuss some strategies to face such challenges.

## DESCRIPTION OF CONTENTS: PROGRAMME

The course Managing People presents the main topics of HRM from a strategic perspective:

- Effective design of HR strategies
- Talent attraction policies (recruitment and selection)
- Talent development policies (training and career management)
- Performance management programmes
- Compensation policies
- Effective implementation of HR strategies

## LEARNING ACTIVITIES AND METHODOLOGY

The course will be based on case studies, a reading list, and presentations. Discussing and sharing ideas and experiences will be pivotal for the development of the course. Students will be encouraged to share their insights and thoughts in class discussions.

As with other areas of HRM, most issues, cases and problems will not have one *right* answer, although some answers will be more valid than others. Thus, being *right* or *wrong* should not be a major concern for students when participating in class discussions. All viewpoints will be of interest. Everyone is expected to adopt a critical approach to their peers' contributions, and any disagreement should be explained.

Each student is expected to be:

- Prepared for each class session, whereby assigned readings, exercises and case studies are to be completed as required
- A committed and loyal contributor to the learning team
- Respectful and polite in class discussions and activities
- Present at all classes
- Punctual

## ASSESSMENT SYSTEM

Assessment will be based on a combination of individual and group work. The final mark will be determined as follows:

### ORDINARY CALL

Individual participation (20%)  
Team work (20%)  
Final exam (60%)

### EXTRAORDINARY CALL

Alternative 1.  
Individual participation (20%)  
Team work (20%)  
Final exam (60%)

Alternative 2.  
Final exam (100%)

Students can choose the alternative that benefits them the most.

<b>% end-of-term-examination:</b>	60
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	40

## BASIC BIBLIOGRAPHY

- David Lepak & Mary Gowan Human Resource Management. Managing employees for competitive advantage, Pearson, 2010

## ADDITIONAL BIBLIOGRAPHY

- Gomez-Mejia, L., Balkin D., and Cardy, R. Managing Human Resources, 8th Edition. , Upper Saddle River, N.J.: Pearson Education, 2017