

Academic Year: ( 2022 / 2023 )

Review date: 28-04-2022

Department assigned to the subject: Business Administration Department

Coordinating teacher: STIRPE , LUIGI

Type: Compulsory ECTS Credits : 3.0

Year : 1 Semester :

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

This course is taught in the first semester and should be followed in parallel with the other courses in this semester.

**OBJECTIVES**

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

- Explain the essential standards of "good" Human Resource (HR) strategies;
- Describe the main variables (external and internal to the organization) that may have an effect on the design of HR strategies;
- Explain the relevance of HR implementation and describe the main actors involved in HR implementation activities;
- Explain the challenges associated with HR implementation and illustrate essential approaches HR managers may develop to expedite HR implementation;
- Describe the importance of measurement of HRM impact on organizational performance and propose essential metrics to capture such impact.

**DESCRIPTION OF CONTENTS: PROGRAMME**

This course is designed to provide students with an in-depth understanding of the most critical activities associated with HR administration and audit. The course also aims to present the main issues and challenges that are likely to be encountered in an organization deploying these activities. Finally, some potential approaches for effectively tackling such issues and challenges will be presented and discussed.

In sum, the three following topics will be explored in the course:

- Design of effective HR strategies
- Effective implementation of HR strategies
- Measurement of HR's contributions to organizational success

**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

- Brian E. Becker, Mark A. Huselid, & Dave Ulrich The HR Scorecard: Linking People, Strategy, and Performance, Harvard Business School Press, 2001
- Gowan, M. & Lepak, D. Human resource management: Managing employees for competitive advantage, Chicago Business Press, 4th edition