

Academic Year: (2023 / 2024)

Review date: 14-04-2023

Department assigned to the subject: Business Administration Department

Coordinating teacher: STIRPE , LUIGI

Type: Electives ECTS Credits : 6.0

Year : Semester :

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Human Resource Management
HR Decision Making

OBJECTIVES

- Identify the main competitive characteristics of the actual economic environment.
- Know the role the HR function can play in organizational change processes.
- Know the barriers to organizational change and the tools available to the HR function to overcome them.
- Understand what it takes to manage HR in a sustainable way.
- Know external and internal challenges for a sustainable HRM.

DESCRIPTION OF CONTENTS: PROGRAMME

Topic 1. The HR pillars
Topic 2. The challenges of the actual business environment on HRM
Topic 3. Knowledge management as a source of competitive advantage
Topic 4. The HRM influence on firm innovation outcomes
Topic 5. The strategic audit of the HR function
Topic 6. Diversity management as a source of competitive advantage
Topic 7. Change management

LEARNING ACTIVITIES AND METHODOLOGY

Learning methodology is based on two main activities:

- 1) Master classes based on readings and case studies. This methodology aims at facilitating the acquisition of skills and knowledge as well as to analyze the effects of HR policies and practices.
- 2) Case studies

ASSESSMENT SYSTEM

Students will be evaluated as follows:

- Final exam (60%)

Continuous evaluation:

- Team assignments (20%)
- Individual assignments and class participation (20%)

The continuous evaluation mark will be taken into account only if students will pass final exam.

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

BASIC BIBLIOGRAPHY

- Dievernich, F.E.P., Tokarski, K.O., Gong, J. (Editors) Change Management and the Human Factor: Advances, Challenges and Contradictions in Organizational Development, Springer, 2015
- Raihana Mannan Knowledge Management: The role of Human Resource Management, Lambert, 2012

ADDITIONAL BIBLIOGRAPHY

- BEER, M. & Nohria, N. Cracking the code of change, Harvard Business Review May 1, 2000
- LENGNICK-HALL, M. & LENGNICK-HALL, C. Strategic human resource management: The evolution of the field, Human Resource Management Review, 19, 64-85., 2009
- MARSHAK, R. Covert processes at work: Managing the five hidden dimensions of organizational change, San Francisco: Berrett-Koehler, 2006
- PFEFFER The Human equation, #, 1998
- PFEFFER, J. & SUTTON, R. Hard facts, dangerous half-truth, and total nonsense. Profiting from evidence-based management., Boston: Harvard Business School Press., 2006
- ULRICH, D. y BROCKBANK, W. The HR value proposition., #, 2005