

## Human Resource Management (3 ECTS)

### Introduction

Career advancement in the business world depends on “people skills” more than on any other ability. Although outstanding technical skills might allow you to excel at the early stages of your career, they will be less and less decisive as you move into management and leadership positions. Simply put, your ability to deal effectively with people will likely outweigh any technical skills you might have going forward in your professional career.

Over the past decades, psychologists, sociologists, and economists, as well as researchers from neighboring fields, including biologists, anthropologists, and neuroscientists, have developed many useful insights and theories about the human mind and behavior. These scientific insights will permeate the content of the course.

At the same time, people are not numbers, and purely theoretical approaches to management will not get you far in practice: To be an effective manager and leader, you cannot simply plug variables into an equation and come out with the right answer. Often there simply is no “right” answer. Instead, when working with people, you must exercise your own judgment and critical-thinking ability, making the best decisions possible, often based on incomplete information.

The course is designed to address several fundamental aspects of managing and leading people in organizations. These include understanding human behavior and work motivation, inspiring trust and commitment, managing interpersonal relationships and conflict, working in teams, developing talent, and fostering a sense of mission in the organization.

This course will thus help students develop an understanding of the increasing complexity of leading and managing people at different levels of the organization. By relying on theoretical, empirical, and practical frameworks, this class will provide the tools necessary for students to make meaningful contributions as future leaders of people, teams, and organizations.

### Objectives

This course has three main objectives:

- Doing things through people: Developing an enhanced understanding of what basic motives drive people's behavior, and how leaders can influence those motives.
- Effective and meaningful interpersonal relationships: Stimulating a greater appreciation of how to foster effective and meaningful interpersonal relationships in the workplace. This requires understanding effective and ineffective uses of power and influence, as well as learning how to address conflict. We will also focus on how to develop talent, foster effective teamwork, and how to promote organizational cultures aligned with the company's mission.
- Global business environment: Sparking greater awareness of how to develop and lead people in a global business context. We will work with cases from multiple continents and diverse cultural backgrounds with the aim of developing students' ability to identify, adapt to, and prosper in different organizational contexts.

## Content

The course is divided in six modules:

1. Motivation. We explore individual motivation and the three basic types of motives: extrinsic, intrinsic, and transcendent.
2. Talent development. We zoom in on understanding the skills of managers to develop people. These coaching skills include giving and receiving feedback, observing, assessing competencies, and facilitating development by designing work experiences.
3. Conflict management. We concentrate on managing expectations, negotiating over scarce resources, understanding the emotional side of conflict, and healing broken relationships.
4. Power and influence. We focus on three levers of effective people management: power (use and misuse), authority (auctoritas in the Latin etymology), and trust.
5. Teams. We discuss how to manage teams effectively in organizations, including in global and cross-cultural business contexts.
6. Organizational Culture. We explore how to foster and manage a specific organizational culture. All the topics discussed previously happen in specific organizational contexts, and such contexts can cast strong influences on how people perceive and interpret a situation.

## Evaluation

Your final grade for the course will be based on three criteria:

- 70% Class Participation
- 30% Written Final Paper

## Competences

### Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

### **General**

CG2. Identify, address, and resolve interpersonal conflicts promptly and deeply without damaging the personal relationship, both within the organization and in its immediate environment of stakeholders (shareholders, customers, suppliers, etc.)

CG3. Work as a team within multicultural business environments, inspiring the trust of colleagues and collaborators, their commitment to achieving objectives, and the delegation of tasks and decisions.

CG4. Understand and apply the mechanisms that generate an environment of collaboration, communication, and trust between the members of a team or organization.

CG7. Effectively distinguish and categorize relevant information for business decision-making.

CG8. Anticipate and assess situations of special tension to maintain personal balance and act objectively and consistently.

CG10. Incorporate living as a global citizen facing the multicultural aspects present in the global market.

### **Specific**

CE06. Compare management models and company cultures through the application of anthropological and sociological models provided by academic literature.

CE07. Understand and apply conflict resolution techniques and skills in multicultural organizational environments.

CE08. Acquire coaching skills to identify and develop talent in the members of an organization. Learn techniques to give and receive feedback, observe, and measure skills, and facilitate their development through the design of work experiences.

CE09. Analyze and assess human resources policies (assessment, incentives, promotion, training, etc.) within the strategic and cultural framework of the company and its sector.

CE10. Strengthen the leadership skills of teams and companies, starting with self-knowledge and understanding the different types of temperaments and their way of interacting. Know the state of the art of empirical research in this field.