

Feedback and Change & Business Strategies

Prof. Georgia Libera Finstad

Course Year: 2025/2026

Course Period: First semester

Scientific-Disciplinary Sector (SSD): PSIC-03/B

Credits (CFU): 2 CFU

Course Duration: 12 hours (7 hours per CFU for courses taught in Italian, 6 hours per CFU for courses taught in English)

LEARNING OBJECTIVES

The course aims to introduce students to the main topics related to strategic human resource management and employment relations, with particular attention to the challenges posed by diversity, equity, and inclusion (D&I) in contemporary organizational contexts.

Students will be provided with both theoretical and practical tools to understand the role of psychologists and HR consultants as change agents, capable of interpreting organizational phenomena and supporting people's well-being in a climate of continuous transformation.

The goal is to develop a critical awareness of people management processes and inclusion dynamics, enabling students to navigate real situations of change management and organizational development.

COURSE CONTENT

The course will cover the following topics:

- *Fundamentals of strategic human resource management and employment relations*
- *Diversity, equity, and inclusion (D&I): definitions, approaches, and organizational practices*
- *Tools and company case studies related to HR practices and D&I initiatives*
- *Critical discussion of scientific articles and international best practices*

KNOWLEDGE AND SKILLS TO BE ACQUIRED

By the end of the course, students will have developed an in-depth understanding of the main models of strategic human resource management and diversity, equity, and inclusion practices, gaining the ability to critically analyze company cases and international best practices.

They will be able to connect theories to organizational realities, identifying strengths and weaknesses, and proposing solutions consistent with development and well-being goals.

In addition, students will enhance relational and communication skills useful for actively participating in structured discussions and group work, demonstrating independent judgment and the ability to transfer knowledge to new contexts. Particular attention will be given to critical reflection, clarity of expression, and the ability to argue different positions constructively.

Prerequisites

An advanced knowledge of work and organizational psychology is required in order to adequately address the course contents and to connect theoretical models with the practical applications discussed in class.

Teaching methods: *The course will be delivered through lectures integrated with workshops and practical exercises, guided discussions, and business case simulations. Students will also engage in group projects and activities designed to apply theoretical concepts to real contexts, fostering critical reflection and peer-to-peer learning.*

Assessment methods: *The assessment will consist of an oral examination covering the full course content. Students will also be asked to present and reflect on the activities, projects, and simulations carried out during the course. The evaluation will focus not only on subject knowledge, but also on critical thinking, independent judgment, and the ability to apply theoretical frameworks to real organizational settings.*

Office Hours: by appointment

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COURSE MATERIALS

- Ashish Malik. Strategic Human Resource Management and Employment Relations. An International Perspective (Second edition), Springer, 2022
- Business case studies
- Slides and teaching materials
- Scientific articles