



MSc in **Human Resource** **Management**



- Full-Time programme
- Executive programme



PROGRAMME DIRECTOR
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INTRODUCTORY

Overall objectives of the programme

The scope of the programme is to develop the theoretical and cognitive background of the participating students, most of whom already hold managerial positions, in the strategic and developmental roles of HRM, so that they can cope effectively with HR tasks. In this respect, the programme aims at providing participants with the basic methods and tools which are useful in order to face complex HR issues and to assess current trends and new approaches. The programme's main objective is to develop competencies in handling the different HR functions and systems, as well as leadership and strategic abilities, which are necessary to both HRM managers and executives in various organizational functions who are expected to participate in HR decisions.

STRUCTURE OF THE PROGRAMME

The lectures of the Full-Time Programme are given daily in the morning. Its whole duration is 18 months, starting on October.

Full-Time Programme

1st Term

- PRINCIPLES OF HUMAN RESOURCE MANAGEMENT
- BUSINESS STRATEGY
- BUSINESS FINANCE AND PRINCIPLES OF ACCOUNTING
- LABOR ECONOMICS
- LABOR LAW
- ORGANISATIONAL PSYCHOLOGY
- ORGANIZATIONAL BEHAVIOUR
- RESEARCH METHODOLOGY AND QUANTITATIVE METHODS

2nd Term

- HR PLANNING & RECRUITMENT
- EMPLOYEE SELECTION
- TRAINING & DEVELOPMENT
- EMPLOYEE REWARD SYSTEMS
- PERFORMANCE MANAGEMENT
- CHANGE MANAGEMENT
- EMPLOYEE RELATIONS

3rd Term

- CONFLICT MANAGEMENT & NEGOTIATIONS
- HR INFORMATION SYSTEMS
- INTERNAL COMMUNICATION & CORPORATE SOCIAL RESPONSIBILITY
- HRM SIMULATION GAME
- PUBLIC RELATIONS & CRISIS MANAGEMENT

4th Term

- SPSS WORKSHOP

MASTER'S DISSERTATION (equivalent to 3 courses)

Lectures of the Part -Time Programme are offered in the evening, twice a week. The whole duration is 24 months, starting on October. Students can then choose between 3 Elective Courses or a Master's dissertation.

Part-Time Programme

1st Term

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT
BUSINESS STRATEGY
BUSINESS FINANCE AND PRINCIPLES OF ACCOUNTING
LABOR ECONOMICS

2nd Term

LABOR LAW
EMPLOYEE RELATIONS
ORGANISATIONAL PSYCHOLOGY
ORGANIZATIONAL BEHAVIOUR

3rd Term

HR PLANNING & RECRUITMENT
EMPLOYEE SELECTION
TRAINING & DEVELOPMENT
HR INFORMATION SYSTEMS

4th Term

RESEARCH METHODOLOGY AND QUANTITATIVE METHODS
CONFLICT MANAGEMENT & NEGOTIATIONS
CHANGE MANAGEMENT
PUBLIC RELATIONS & CRISIS MANAGEMENT

5th Term

EMPLOYEE REWARD SYSTEMS
PERFORMANCE MANAGEMENT
INTERNAL COMMUNICATION & CORPORATE SOCIAL RESPONSIBILITY
HRM SIMULATION GAME

Elective Courses

TOTAL QUALITY MANAGEMENT
SPSS WORKSHOP (non-credit)
ENTREPRENEURSHIP
SEMINAR IN SPECIAL HR ISSUES
or MASTER'S DISSERTATION (equivalent to 3 courses)

ACADEMIC STAFF

Professor Dimitris Bourantas, Director
Professor Nancy Papalexandris, Academic Coordinator
Professor George Karathanasis
Professor Spyros Lioukas
Professor Andreas Nikolopoulos
Professor Vassilis Patsouratis
Professor John Halikias
Associate Professor Angeliki Poulymenakou
Associate Professor Ioannis Spanos
Assistant Professor Eleni Apospori
Assistant Professor Maria Vakola
Assistant Professor Sandra Cohen
Assistant Professor Irene Nikandrou
Assistant Professor Ioannis Nikolaou
Assistant Professor Leda Panayotopoulou
Assistant Professor Ioannis Tsaousis
Lecturer Eleanna Galanaki
Lecturer Alexandros Papalexandris
Laboratory Teaching Staff Dimitris Lymberopoulos
Laboratory Teaching Staff Andreas Evangelatos
Dr. Michalis Zeller
Dr. Kleopatra Nteliou

COURSES OF THE PROGRAMME

The courses taught during the programme can be classified into three categories:

- Main courses which help students in understanding the business environment where HRM takes place (eg. Business Strategy, Labor Economics, Business Finance, Labor Law, Organisation Psychology & Behavior etc)
- Courses of basic HRM functions (HR Planning & Recruitment, Training & Development, Employee Selection, Performance Management, Employee Remunerations)
- Courses which the strategic and developmental role of HRM and its need to pinpoint interact with other departments within the firm (Change Management, Negotiations, Internal Communication, Corporate Social Responsibility, P.R. and Crisis Management, Total Quality Management)

Principles of Human Resource Management

This course introduces the role and the scope of HRM and analyses major HR models. Strategic Human Resource Management (SHRM) will be presented, explained and analysed, including the notions of internal and external fit in relation with the role of the HR department. Current trends such as HR Metrics, Knowledge Management, Learning Organisation, Intrapreneurship, Quality of Working Life, Business Ethics, Flexible Working Patterns and Outsourcing will be explored. Additionally, the course will introduce the concept of International, as well as Comparative Human Resource Management, with special reference to changes in the application of Human Resource Management within EU as well as the changing role of Human Resource Management internationally (convergence vs divergence across countries).

Business Strategy

The course aims at providing students with the capability of recognising and responding to the strategic challenges faced by contemporary organisations. Basic methods of formulating and applying business strategy, as well as typical approaches to identifying strategic problems and positioning competitively will be taught. Additionally the course focuses on how strategic choices are linked to everyday activities, so that various challenges are met. Emphasis will be given to the role of HR in formulating and implementing strategy.

Accounting

The objective of the course is to provide basic knowledge regarding the basic principles of accounting and the analysis of information retrieved from published financial statements. During the lectures the theoretical aspects of the course are presented in parallel with examples and exercises in order to consolidate theory with practice. Students will learn how to understand the contents of published

financial statements, (Balance Sheet, Profit and Loss Account), Greek and International Accounting Standards, Basic Accounting Principles, Fixed Asset Depreciation calculation and methods of inventory valuation.

Business Finance and Principles of Accounting

This course refers to decisions concerning the selection of investments, as well as decisions concerning alternative sources of financing. The first part of the course focuses on popular methods of investment evaluation, while the second part deals with the reading-understanding of corporate financial elements, such as profitability, solvency and performance ratios. Finally, the financial elements of an HR department will be presented, with its debits and credits, its budget and an analysis of its cost and influx centres.

Labor Economics

The aim of the course is to help students comprehend the function and the characteristics of the labour market following a brief introduction to the Science of Economics and the basic principles of Micro and Macroeconomics. The impact of labour cost and the conditions influencing supply and demand will be discussed together with types of unemployment and the role of personnel in raising the competitiveness of firms.

Organisational Psychology

Organisational Psychology deals with the relation of the individual with both his/her work and other individuals in the workspace. This course provides an introduction to the discipline of Organisational Psychology. Students at the end of the course will be able to use models, concepts and practical applications of Organisational Psychology and will develop a systematic understanding of the main aspects of the behavior of both organisations and people and its impact on organizational performance.

Organizational Behaviour

Organisational Behaviour, along with its main topics of Group Dynamics, Motivation, Decision Making and Management Communications is necessary to understand and manage people's behaviours as individuals or team members. It is, therefore fundamental to the understanding of HRM in general. Leadership competencies, in particular, constitute indispensable attributes of HR managers, who need to exercise influence over line managers and employees without holding any line power. Emphasis will be given to the design and management of internal communication programmes, as well as upwards and downwards communication enforcement.

Labor Law

The aim of the course is the acquisition of knowledge on labour law useful to firm executives, with a focus at the most critical point of modern labour relations. The course includes the following major sections: types of labour relations, recruitment and selection procedures, labour relations in case of employees with particular characteristics, reward issues, working time issues, adjustments of the labour contract, violations of the labour contract, termination of the labour contract. Additionally, the course will examine the major legal issues related to the health and safety of employees in Greek organisations, such as workplace accidents and professional diseases.

Employee Relations

The course aims at providing the knowledge and developing competencies for the handling of all types of collective bargaining in the context of labour disputes. The above knowledge includes the theoretical framework of collective labour disputes, the illustration of the current situation and the necessary legal insight. The development of the students' competencies is achieved through the critical analysis of various case studies that refer to the primary and secondary level of collective negotiations. Furthermore, models for the management of labour conflict at the organisational or industrial sector level will be presented, while the expected effects of European Union policy (Commission decisions and Court of the EU statutes) on the Greek Labour environment will be discussed.

HR Planning & Recruitment

The aim of the course is to help students to learn the basic notions of job design and job analysis, as they form the basis of all HRM systems, assess the importance of competency modeling in the current environment, discuss the planning process and its position in the manpower-staffing framework and understand principles related to demand and supply of labor. Furthermore, students will learn how to evaluate the role of recruitment in organizational strategy and how to assess, select and use methods and tools of recruitment. Finally the role of the HR specialist in personal growth, career development and career planning will be discussed together with job seekers' own role and responsibility in their career development process.

Employee Selection

The main objective of this course is to provide students with a thorough understanding of the strategic role of personnel selection in organizations. The different stages and approaches in personnel selection are analyzed, starting from the screening interview to the finalization of shortlisted candidates and the job offer to the candidate(s). Using case studies, role playing, and selected videos the different methods and tools that an HRM department may apply in employee selection are analyzed and discussed in order to assist students in their

familiarization and critical evaluation of these techniques and methods. Finally, the role of social media and of e-selection will be examined.

Training & Development

The main objectives of the course are to analyse elements and processes of personnel development and factors that should be taken into consideration when training and development policies are designed. Students will be taught about the development of learning theories as a base for educational interventions, the role of training organizations and various types and opportunities for continuous development, learning and other training activities. Finally cases and practical applications of planning, organization, realization and evaluation of educational programs will be discussed.

Performance Management

This course examines the motives of performance and the new notion of competencies' assessment, throughout the understanding of current performance management systems. Students will learn in depth various methods for the appraisal of employee performance. Contemporary appraisal aiming at employee development, use of results from appraisal systems and the conditions of success in employee appraisal will be developed. Accordingly, 360° feedback for, Balanced Scorecard, KPIS and application of each of these methods will be studied.

Employee Reward Systems

The Course comprises 5 Units. Students will cover the following major areas which constitute the broad objectives of Reward Management: Reward Strategy, Role Clarification, Job Evaluation and Measurement, Market Analysis, Reward Structures, Performance and Pay, Incentives and Salary Administration. Modern trends in pay systems and methods for their role in improving organizational performance will be discussed

Change Management

The concept of change is not a new one. Indeed change has always been recognised as necessary and inherent to all aspects of life. However the last decade has been, for most organisations, a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Coping with change has become another element in the organisational battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this course is to provide an understanding of the change management process and to present a framework for managing change. In today's business environment, business success depends mainly on the ability of organisations to adapt on time and continuously redefine themselves as well as their environment. Through this course students will obtain the conceptual and theoretical background necessary to the role of change agent that Human

Resource Managers are called to play. Additionally, they will learn contemporary approaches to Organisational Development, such as Organisational Learning, Empowerment, Business Culture Management and dealing with Human Resource, issues during mergers and acquisitions.

Internal Communication & Corporate Social Responsibility

In this course we will examine the planning and the implementation of various techniques of internal communication, such as team meetings, opinion research of employees, employee surveys etc. The concept of corporate Social Responsibility (CSR) will be discussed together with the role of HR in implementing CSR and involving employees in CSR through voluntary work for the benefit of the community and the environment. Activities promoting workforce well-being will be analysed together with the role of communication in promoting CSR.

HR Information Systems

The course has three main targets: To explain the basic notions of information technology and information systems necessary for an executive. To examine and develop the main aspects of involvement that an executive of Human Resource Management can have regarding the choice and development of a Human Resource Information Systems (HRIS). Finally to examine the various applications of HRIS and the possibilities that these offer to HR executives as well as to the rest of the executive staff and employees of the firm.

Research Methodology and Quantitative Methods

HR Managers need to conduct or participate in scientific research if they require information which will help them in their decision-making. Research helps them to understand, predict and control events significant to their role (employee surveys, salary surveys, understanding of HR Metrics, Analysis and use of Big Data etc.). The objective of the course is to introduce students to the basic concepts of research methodology and to modern methods of data analysis, as used in today's business environment and provide the general framework of quantitative methods and their application in business analysis and business decisions. It provides students with an overview of data selection, descriptive statistics, sampling techniques, estimation methods, inferential tools and association analysis. Throughout the course emphasis is placed on specific examples and case studies as well as in the use of relevant software in the analysis of real data sets. Special tutorials for SPSS and S.E.M are offered in the program's computer lab.

Conflict Management & Negotiations

The main aim of this course is to offer theoretical and practical knowledge which will help students in handling conflict and improving their negotiation skills.

Several decisions are being made each day in every business sector. Each one of these decisions aims to protect specific interests. The behaviors that lead to the realization of these decisions cause, many times, conflicts with other players that feel that their interests are in danger/ jeopardized. Due to these behaviors, decisions are either being confronted or altered. For all of these reasons, it is useful for everyone to gain knowledge about conflict handling and negotiations. This aim is being accomplished by the combination of theory and practice. Firstly there will be a literature review of international approaches to negotiations. Secondly, many role playing exercises will take apart which will help students understand in depth the theoretical approaches and develop their negotiating skills with an emphasis on conflicts in the area of human resources.

Public Relations & Crisis Management

Public Relations aim at establishing and enhancing a two way communication between organizations and the various publics with which they interact.

HR Professionals are often asked to collaborate with PR specialists or communicate with various groups. The objective of the course is to clarify the concept of the Public Relations function in organisations and to introduce the role and the major responsibilities of PR professionals. Moreover, the students will be able to discuss the mechanisms of influence, mobilisation and manifestation of public opinion and to draft and implement a communication campaign. The course also examines contemporary theories and practice in preventing and managing crisis with emphasis on the role of HR department.

HRM Simulation Game

This course is a simulation during which participants have to act as Directors of an HRM department. Students work in teams of 3-5 members. The HRM Simulation is a learning tool that encompasses and synthesizes all the topics of a typical HR course syllabus.

The teams act, like an HRM department, take decisions according to the overall business strategy, and set annual goals on important business indices (productivity, quality, cost, morale, turnover, absenteeism, grievances etc.). Based on their goals, they formulate HRM strategies (such as the level of rewards and benefits and decisions about staffing, training, development and appraisal, while keeping track of the resources that they utilize (HR budget).

A final report is handed in and presented by each team to their “competitors” from other “companies” at the end of the game. The report is intended to be a Management Audit of each team’s goals, strategies, decisions, and outcomes. Students describe the goals that they had set, the strategies that they used, and the decisions that they made throughout the simulation and discuss the strengths and weaknesses of these decisions.

Entrepreneurship

Objectives of the course are to provide students with critical tools to sharpen their understanding of key issues in new business development. It is aimed at qualified graduates from any discipline with a strong desire to set up their own business, either in HR services or any other field.

The course consists of a mixture of topics in entrepreneurship, finance, general management and a dissertation or business project or (if possible) self-sourced placement that is explicitly focused on entrepreneurship.

In particular, syllabus includes entrepreneurship and the entrepreneurial process, the entrepreneur's environment, strategy, strategic marketing management, business finance and accounting, how to develop a business plan, SWOT analysis, use of international statistics to estimate the size of the market and an up to 10,000 word dissertation on a new business project which provides an opportunity for students to investigate in greater detail the steps of setting up their own business.

Total Quality Management

This course introduces participants to the fundamentals of continuous improvement and Total Quality Management (TQM). Quality Management can become the key for differentiation and for the strategic competitive advantage of an organization.

Topics covered in the course include: concepts of total quality, introduction to various quality standards and models and presentation of tools for improving quality and achieving excellence.

Students will learn how to develop and implement a TQM program, how to diagnose and prioritize quality problems and how to appear practices of quality into human resource management. The role of HR in implementing TQM will also be discussed.

PROGRAM REGULATIONS

After the successful completion of their courses, students normally undertake a dissertation. The Program is designed and monitored by the Program Committee, according to the rules of the Senate of the University. The Program Committee is headed by the Program Director and assisted by Academic Coordinator. The Program Committee is assisted by the Secretariat of the Program.

Admissions

The Masters Program accepts students who hold a first degree from a Greek or Foreign University or a Greek Technological Educational Institution (TEI). The Program Committee, accepts students into the program according to the selection criteria.

Applicants apply for admission to the program by submitting a complete application form together with all the required documents, as described in the Call for applicants. There is a Call for applicants every year in April, published on the Programme's website and in nation-wide, newspapers. Applications are being accepted during a period of four weeks and assessed thereafter according to the Program's admission requirements.

Students receive all the material (bulk packages, lecture notes, books etc.) that pertains to a course at the beginning of the corresponding term when the course is taught.

Teaching Program

- The teaching program is designed by the Program Committee and the schedule of classes is announced timely.
- Courses and teaching material are offered mainly in Greek and in some cases in English.
- The Program Committee reserves the right to change both the curriculum and the schedule of courses.

Course Credit Requirements

To successfully complete the coursework of the Program towards the Masters Degree, the student is required to achieve over 50% in all courses.

After having successfully completed the courses, the student normally must undertake a dissertation. In his dissertation the student is required to use knowledge that he/she has acquired during the Program. The deadline for submitting the dissertation is announced by the Program Secretariat at the end of the coursework period. The dissertation is conducted in accordance with the corresponding terms of non-disclosure and confidentiality. After their completion, all dissertations are presented and defended in front of a broader audience that is composed of students, faculty and company representatives.

Course Attendance

Course attendance is obligatory, and students have to be physically present at all lectures, tutorials, labs, etc. Students are also required to arrive timely, so as not to disturb the class. If a student is obliged for personal reasons to miss courses for a period exceeding three (3) consecutive days, he/she should inform the Program Director and discuss the issue with his/her faculty. Absence is accepted for up to 20% of the total teaching hours of the Programme. If a student is absent for more than 50% of the teaching time in one particular module, he/she cannot take the examinations of the current academic year.

If, for serious reasons that should be explained in writing, a student cannot be present at the scheduled exams, he/she may be examined at the September re-examination period.

Course Instruction

Course requirements include individual and team-based exercises, assignments and case studies, class participation, business games and written final exam. The final mark typically results from the written exam and from the several assignments and presentations delivered in class. The requirements for each course are set by the teaching Professor at the beginning of the course, together with the way in which student performance will be assessed against these requirements.

Grading Scales

At the end of every academic period, the student receives a final grade for each course. The grading scale is as follows:

8.5 - 10	= excellent (honors)
6.5 – 8.4	= very good
5.0 – 6.4	= good
0 – 4.9	= failure
INC	= incomplete course

Incomplete Courses

The “INC” grade is awarded when the student has not completed all the course requirements satisfactorily. In such a case the student must complete all requirements that fall short to the satisfaction of the teaching professor by the end of the following academic period. If needed, a time extension may be approved by the Program Director. Failure to complete the course requirements within the agreed time frame automatically implies that the student has failed the specific course. No student is allowed to have more than one (1) incomplete course during any academic period, unless the Program Director gives him/her a special permission.

Course Grades

Grades lower than 5.0 are awarded when the student's total performance in the course is not sufficiently satisfactory to qualify for a passing grade.

Every Full-Time student has the right to be re-examined in three (3) courses during the whole Program. Student with a course grade lower than 5.0 can take the exams again in September (re-examination period).

If the student passes the re-examination, the grade he/she will receive cannot be greater than the lowest grade of the students that have already passed the specific course in the normal course of events. If the student fails the re-examination, then he/she must re-register for the course in the next available academic period.

Students of the Full Time Program cannot continue the Program if they fail in more than three (3) courses at any point in the duration of the Program. The re-examination period takes place once a year in September, except if there is a special arrangement with the instructor which will be approved by the Program Director.

Transcript of Grades

At the end of every teaching period, the student will receive a detailed statement of his/her grades for all the courses attended during the corresponding period. If the student is sponsored by a company, a copy of his/her transcript will be made available to the sponsoring organization.

Academic Ethics

Students are expected to distinguish themselves for their ethos, integrity and exemplary behavior during their studies at the Program. Copying, violating the principles of scientific ethics and any kind of counterfeiting of facts is not allowed. Every incident of this kind will be directly reported to the Program Director and will be evaluated by the Program Committee. Depending on the seriousness of the situation, penalties may vary from a simple warning to total exclusion from the Program.

Conferment of the Masters Degree

All students who have successfully fulfilled the Program's requirements will be invited to participate at the graduation ceremony in order to receive the degree of Masters of Science in Human Resource Management.

The student who has achieved the highest average grade will receive his/her title with "Highest Honors" and pronounce the students' oath.

Contribution to Continuous Improvement

Both students and faculty are expected to contribute, each one in his/her own way, towards the greatest possible improvement of the Masters Program in Human Resource Management.

Students are called to contribute by making constructive criticisms, proposals and suggestions for improvement on any aspect of the program (including the curriculum, the course content, the teaching effectiveness, the secretarial support, the infrastructure, etc), by undertaking initiatives to raise the visibility and promote the Program and by actively participating in all activities aiming to raise the standards of the Program.

On the other hand, teaching faculty are called to offer their best in a modern and competitive academic environment, to maintain the highest standards of teaching, to offer sound advice and service to the students, and to maintain an open attitude towards proposals for the Program's improvement.

Excellence Awards

In October 2008 the MSc in Human Resource Management following an external assessment was honoured with the "Committed to Excellence" accreditation of European Foundation of Quality Management (EFQM).

The Programme is the first in Greece to be honoured with this distinction.

In February 2012 the MSc in Human Resource Management (full time program) took a very important distinction from "Eduniversal". The program took the seventh position and is among top programs in its class, which includes 200 HR Masters Programs offered in Europe.