UNIVERSITY OF MACEDONIA
SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT OF BUSINESS ADMINISTRATION

Master's Program in Human Resource Management

Study Guide

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Prologue

The Master in Human Resource Management (MHRM) of the Department of Organization and Business Administration at the University of Macedonia has been designed and has been operating since 2019 with the aim of:

The aims of the Master's program in Human Resource Management - MHRM of the Department of Business Administration of the University of Macedonia are:

- The specialization of graduates of Higher Education Institutes so as to be able to contribute to the promotion of knowledge in the broader spectrum of the discipline of Human Recourse Management and the training of executives that are able to:
    - *pursue a professional career in the field of Human Resource Management both in the Private and Public Sector.*
    - *promote the development of research and its practical application on the corresponding discipline.*
- The ongoing learning and development of students. Based on this philosophy, professors make use of a variety of methods including applied research, case studies, business games, computer- assisted simulations etc.
- The identification and development of master students capable of conducting and completing a doctoral thesis in the field of Human Resource Management.
- The establishment of collaborations with corresponding master's programs offered by recognized Higher Education Institutes, research institutes, established professional institutes, and institutions within Greece or abroad, which provide adequate scientific staff and the required technical infrastructure.

We invite you to browse our Study Guide and find out about important information regarding our Program.

Dimitrios Mihail, Professor
Head of Postgraduate Program in Human Resource Management
September 2023

Scope and purpose of the Program

The scope of the Master's Program in Human Resources Management is to provide postgraduate level knowledge in the field of Human Resources Management to young graduates and business executives employed in public or private Organizations.

The purpose is to offer specialized knowledge to executives and recent graduates so that they are able to utilize knowledge and skills, thus contributing to the improvement of efficiency and effectiveness in the public sector but also to increased user satisfaction and profitability in the private sector. The program focuses on providing knowledge and skills related to the application of Management principles in the field of Human Resource Management. Thus the specificities of the field of Human Resource Management will become clear and professionals in this field will learn how to efficiently and effectively address challenges in leadership, talent management, recruitment, human resource strategy, and organizational behavior by successfully using modern analytical methods and software tools.

General Information about the Program

Establishment

The Master's Program in Human Resources Management was approved and started its operation with Decision No. 6169/01.07.2019 of the Senate of the University of Macedonia (Government Gazette 3064B/31.07.2019).

The Master's Program in Human Resource Management is one of the master's programs of Business Administration Department of the School of Business Administration Sciences and is situated at the building facilities (Rooms, Auditoriums, and Laboratories) of the University of Macedonia in Thessaloniki.

Program mode of operation

In the Postgraduate Program in Human Resources Management, graduates from Greek and foreign Universities, as well as graduates of Higher Education Institutes of the Armed Forces are accepted. The duration of study is three (3) academic semesters from the student's enrollment in the Program. In the first two semesters, the lectures of the Program courses are held, the attendance of which is mandatory. During the first two academic semesters, students also write assignments within their courses and at the end of the semesters there is an examination period for the courses they have been taught. Finally, in the third semester, the diploma thesis is prepared by the students with a supervisor designated for each student. In addition, two examiners that are appointed for each student, evaluate the thesis in collaboration with the supervisor.

Tuition fees amount to 4,000 Euros and are paid in six installments (split over three semesters - two installments per semester), of which the first four are 800 Euros and the last two are 400 Euros. Tuition fee waivers are available for up to 30% of students based on academic and income criteria,

which are considered following the assessment of admission applications. Based on the current legislation (Article 86, Law 4957/2022), a degree (equal to or greater than 7.5) is a prerequisite for the examination of an exemption application. The students of the Program are granted performance scholarships of a total amount of four thousand Euros. There is also the possibility of covering part of the tuition fees through the 0.24% program of the Public Employment Service (https://www.dypa.gov.gr/).

Forty (40) students are admitted each academic year. Admission criteria include degree level, computer knowledge (e.g. ECDL), second foreign language (level B2 and above), presentations at conferences, publications, training programs of duration more than 100 hours, etc., and are detailed in article 3 of the Program Regulation. Professional experience is counted regardless of subject. The evaluation process also includes an interview by a three-member committee.

The Program implements one cycle of studies each academic year with classes starting in October. Course lectures (12 lectures per course – 4 courses per semester) are held during the first two academic semesters, every Thursday afternoon (from 4:30 p.m. to 9:30 p.m.) and Saturday morning (from 9:00 a.m. to 2:30 p.m.), in order to serve the students' heavy schedule, since most of them are working.

The operation of the Master's Program in Human Resources Management is governed and described in detail in the Regulation, which has been approved by Decision no. 6618/ 26.07.2019 of the Senate of the University of Macedonia published in the Government Gazette (Volume 3219B/22.08.2019).

Program Staffing and Infrastructure

The majority of the Program instructors are faculty members of Business Administration Department with subjects relevant to Program courses. Each academic year the teaching staff is supplemented by members of the teaching staff of other Departments of the University of Macedonia or other Universities with a relevant academic subject as well as highly recognized human resource management professionals by invitation.

Faculty members

The Department of Business Administration has 28 faculty members. The faculty members with knowledge related to the field of human resource management teach in the Program in compliance with the applicable legal framework. In addition, the program cooperates with faculty members of other Departments of the University and other HEIs.

To date, in the Master's Program in Human Resources Management, the following academics and professionals have taught, either by course assignment from the Department Assembly or by a lecturer's invitation:

• Mihail Dimitrios (Professor of Economics and Labor Relations Institutions, Director of PMS in Human Resources Management, University of Macedonia).

• Anastasia Katou (Professor of Management with an emphasis on Organizational Strategy, Department of ODE, University of Macedonia).

• Moschidis Odysseas (Professor of Applied Statistics with an emphasis on Business Administration, Department of ODE, University of Macedonia).

• Papathanasiou Iason (Professor of Decision Support Systems with an emphasis on Operations Management and Multicriteria Analysis, Department of ODE, University of Macedonia).

• Gorezis Panagiotis (Associate Professor of Administration - Management, Department of Economic Sciences, Aristotle University of Thessaloniki).

• Kloutsiniotis Panagiotis (Assistant Professor of Human Resource Management in Tourism and Hospitality, Department of Tourism, Ionian University)

• Bellou Victoria-Maria (Professor of Administration - Management, Department of Economic Sciences, University of Thessaly).

Contractors

Basic criteria for the selection of teachers are the relevance of the subject matter, the research work and publications and experience in human resources management or general experience in administrative positions. These criteria concern both the assignments of the courses and the invitations of lecturers, in order to ensure the adequacy of the teachers to provide quality education services to the students.

The Postgraduate Program in Human Resources Management also employs external collaborators with a PhD/postgraduate degree, teaching experience and notable professional or research work in the field of Human Resource Management. The professional work concerns positions of responsibility in organizations and companies related to Human Resources Management. The following are listed alphabetically:

• Anastasiou Anestis, AA+Partners Managing Director and Senior Trainer & ACT – Assistant
Professor and Coordinator of Hospitality and Tourism Management
• Georgiadis Theofanis, ICAP People Solutions S.A. - Senior Manager, Executive Search & Selection
and People Solutions Services
• Basli Dimitra, ISOMAT ABEE - Group HR Director
• Bertou Garifalia, KLEEMANN - Group Recruitment and Selection Specialist
• Boza Alexandra, Lidl Greece & Lidl Cyprus - Head of Talent Acquisition
• Nouli Vasiliki, Arabatzis ABEE - Greek Dough - HR Manager
• Theodoros Panagiotopoulos, HR Consultant & Founder of Human Value
• Perpinia Vasiliki, Alpha Bank - HR Coach & Mentor
• Anastasia Fotinakopoulou, DPAM Greece & Cyprus (Fourlis Group of Companies) - HR Generalist[

Hardware Infrastructure

The existing logistical infrastructure of the Department of Business Administration of the University of Macedonia and the Master's Program in Human Resource Management itself, covers the needs of the Program's operation (appropriate building infrastructure, library, audio-visual media, computer laboratories, software, master's website). Indicatively, the following areas of the University are used every year:

- Auditorium 8
- Auditorium 11
- Classroom 6
- Classroom 9
- Business Administration Department Meeting Room
- Laboratory of the Business Administration Department
- Laboratory no. 414

The Master's Program in Human Resources Management contributes to the maintenance, upgrading and replacement of the existing logistical infrastructure, in order to ensure the quality of the educational services provided.

Secretarial support

The Graduate Program in Human Resource Management is administratively supported by one person.

Tel.: 2310 891 521, tel. 2310891566
Email: hrm@uom.edu.gr
URL: www.uom.gr/hrm
Office 303, 3rd floor,
University of Macedonia
156, Egnatia Str.
P.C. 54636 Thessaloniki, Greece

Curriculum

The profile of the Master's Program in Human Resources Management has been shaped both by the general specifications of the corresponding Greek and foreign Higher Education programs, and by the need for the scope of the Program to correspond to the specific characteristics of the Human Resource operations within organizations. For this reason the Program has the following structure:

a. Compulsory courses

b. Elective courses

c. Thesis

To obtain the Post-Graduate Diploma in Human Resource Management, students must successfully pass 8 courses. For the full-time program, the monitoring and examination of the above courses takes place in the 1st and 2nd semesters. During the 3rd semester of their studies, students are required to write their thesis. Each semester course is equivalent to seven and a half (7.5) ECTS credit units, while the thesis is equivalent to thirty (30) ECTS credit units. The Post-Graduate Diploma in Human Resource Management is awarded after the acquisition of 90 ECTS credit units. Master's Program credit units, according to the European Credit Transfer System (ECTS), are as follows:

Year of studies	Semester	ECTS
First year	1	4 courses X 7,5 ECTS = 30 ECTS
	2	4 courses X 7,5 ECTS = 30 ECTS
Second year	3	Thesis = 30 ECTS
Total		**90**

Courses

To obtain the Post-Graduate Diploma in Human Resource Management students must successfully pass eight (8) courses. In the first academic semester, all four (4) courses are compulsory. In the second academic semester, two (2) of the four (4) courses are compulsory and two (2) are elective. Students choose two of the five elective courses. The total number of courses which the students attend (compulsory attendance) and in which they are examined, is four (4) for each academic

semester. As long as the students have fulfilled their academic and financial obligations in the first two semesters of their studies, they are required to write their thesis during the third semester.

The curriculum includes the following courses per semester:

Semester A

Courses:	ECTS
1. Human Resource Management	7,5
2. Organisational Behaviour	7,5
3. Business and Human Resource Strategy	7,5
4. Research Methods in Human Resource Management	7,5
	30

Semester B

Compulsory courses:	ECTS
1. Leading and Managing People	7,5
2. HRM Analytics	7,5
3. Elective course 1	7,5
4. Elective course 2	7,5
	30

Elective courses:	ECTS
1. International Human Resource Management	7,5
2. Employment Relations in the EU and Greece	7,5
3. Performance and Reward Management	7,5
4. Talent Acquisition and Management	7,5
5. Labour Law	7,5

Semester C

	ECTS
Thesis	30

The European Credit Transfer and Accumulation System (ECTS) credit units of the Master's Program are ninety (90) in total.

Course Outlines (syllabi)

HUMAN RESOURCE MANAGEMENT – COURSE OUTLINE

(1) GENERAL

SCHOOL	SCHOOL OF BUSINESS ADMINISTRATION
ACADEMIC UNIT	DEPARTMENT OF BUSINESS ADMINISTRATION
LEVEL OF STUDIES	POSTGRADUATE STUDIES
MASTER	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM101	**SEMESTER**	1
COURSE TITLE	HUMAN RESOURCE MANAGEMENT		

INDEPENDENT TEACHING ACTIVITIES *if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits*	**WEEKLY TEACHING HOURS**	**CREDITS**
	3	7,5
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).		

COURSE TYPE *general background, special background, specialised general knowledge, skills development*	SPECIAL BACKGROUND
PREREQUISITE COURSES:	NO
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO
COURSE WEBSITE (URL)	https://openeclass.uom.gr/courses/HRM102/

(2) LEARNING OUTCOMES

KNOWLEDGE:

- They have increased specialized knowledge in Human Resource Management, in relation to the undergraduate level, which includes sufficient evidence from cutting-edge scientific developments and constitutes the basis for original thinking, research and professional activity.
- Demonstrate a critical understanding of the principles, theories, methodologies and practices in Human Resource Management, as well as its interface with other fields of knowledge.
- Possess a heightened critical understanding of evolutionary dynamics and cutting-edge issues in Human Resource Management.

SKILLS:

- Fluently apply the theories and methodologies of Human Resource Management in their research, studies and work in a critical and creative way.
- They apply with originality the acquired knowledge in the research, analysis and development of innovative solutions to complex, interdisciplinary and pioneering issues.
- They are able to evaluate, interpret and promote modern scientific research and studies related to Human Resource Management.
- Inductively articulate in a scientifically documented way, solutions to complex and new issues and formulate valid judgments taking into account the relevant social, economic, cultural and ethical dimensions.
- They substantiate their positions with specialized information and arguments, to specialized or non-specialized audiences with clarity, competence and accuracy.

ABILITIES:

- They continue to autonomously develop their knowledge and skills at a high level.
- Professionally apply the specialized knowledge and skills acquired and deal effectively with new, interdisciplinary or unforeseen issues.
- Solve problems and make strategic decisions based on inductive thinking.
- Contribute to the development of knowledge and practices in the professional and business field and have operational competence in crisis management.
- They autonomously take responsibility for training/development as well as managing a team and evaluating its performance.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

Search for, analysis and synthesis of data and information, with the use of the necessary technology	*Project planning and management*
	Respect for difference and multiculturalism
Adapting to new situations	
	Respect for the natural environment
Decision-making	
	Showing social, professional and ethical responsibility and sensitivity to gender issues
Working independently	
Team work	*Criticism and self-criticism*
Working in an international environment	*Production of free, creative and inductive thinking*
Working in an interdisciplinary environment	*......*
Production of new research ideas	*Others...*
	....

- Search, analysis and synthesis of data and information, using the necessary technologies
- Adaptation to new situations
- Decision making
- Autonomous work
- Teamwork
- Work in an international environment
- Work in an interdisciplinary environment
- Generation of new research ideas
- Project planning and management
- Respect for diversity and multiculturalism
- Respect for the natural environment
- Demonstrate social, professional and ethical responsibility and sensitivity to gender issues
- Exercise criticism and self-criticism
- Promotion of free, creative and inductive thinking

(3) SYLLABUS

12 interactive lectures are held. Each lecture focuses on a topic from Human Resource Management. Common to all subjects is a specific real problem from business administration, which, where appropriate, is also analyzed with the help of a case study. In particular, the distribution of the course content per teaching week is described as

follows:

1. The background in Human Resource Management
2. The employment relationship and the psychological contract
3. Job analysis and description and individual specifications
4. Planning, attracting and selecting human resources
5. Human resource training and development and job design
6. Performance appraisal and management and talent and career management
7. Management of salaries and wages and management of incentive plans
8. Employee engagement and diversity management
9. Communication, change and employee relations
10. Safety and health in the workplace
11. Ambidexterity in human resources
12. Attribution of cause in human resource management

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY *Face-to-face, Distance learning, etc.*	Face to face
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY *Use of ICT in teaching, laboratory education, communication with students*	• Power Point is used in teaching and email and Open Class are used in communication. • All slides used in each lecture are posted in the eclass of the course. • All case studies used in the lectures are posted in the course eclass. • Important articles accompanying the lectures are posted on the course eclass.

TEACHING METHODS

The manner and methods of teaching are described in detail.

Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.

The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS

Activity	Semester workload
Lectures (12x(3+3))	72
Case studies (12x1)	12
Analyzing bibliography (12x1,5)	18
Developing the project (12x10)	120
Course total	*222*

STUDENT PERFORMANCE EVALUATION

Description of the evaluation procedure	The student is evaluated as follows:

Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other
 	
Specifically-defined evaluation criteria are given, and if and where they are accessible to students.
	• **Assignment** (weight 50%): In the last week of the course, the student submits his assignment in the form of a report, approximately 2000 words in size in Word or pdf. The assignment refers to a case study with real data and its topic and methodology has been timely posted on eclass. The work is graded from 0 to 10.
	
	• **Final Written or Oral Exams** (weight 50%): The final written or oral exams refer to all the course material.
	   • **Written exams**: Students are asked to answer 20 multiple-choice, true-or-false questions and short-answer questions. Each question is worth 0,5 points. For every three wrong answers, one correct answer is cut.
	   • **Oral exams**: Students are asked to answer a number of critical questions.
	
	• **Note**: The evaluation criteria are explicitly stated and are accessible on the eclass platform of the course.

(5) ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

- Armstrong, M. (2020) *Armstrong's Handbook of Human Resource Management*. London: Kogan Page.
- Κάτου, Α.Α. (2017) *Διοίκηση Ανθρώπινων Πόρων*. Θεσσαλονίκη: Εκδόσεις Ζυγός.
- Χυτήρης, Λ.Σ. (2018) *Διοίκηση Ανθρώπινων Πόρων*. Αθήνα: Εκδόσεις Μπένου.
- Dessler, G. (2015) *Διοίκηση Ανθρώπινου Δυναμικού: Βασικές έννοιες και σύγχρονες τάσεις*. Αθήνα: Εκδόσεις Κριτική.
- Marchington, M., Wilkinson, A., Donnelly, R. and Kynighou, A. (2020) *Human Resource Management at Work*, 7th Edition. London: CIPD.
- Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2017) *Διοίκηση Ανθρώπινων Πόρων*. Nicosia: Broken Hill.

- Related academic journals:

- Human Resource Management Journal
- Human Resource Management
- Journal of World Business
- Human Resource Management Review
- Employee Relations: The International Journal
- Personnel Review
- Journal of Business Research
- International Journal of Human Resource Management
- European Management Review
- European Management Journal
- European Journal of International Management
- EuroMed Journal of Business
- International Journal of Productivity and Performance Management
- International Journal of Manpower
- International Journal of Business Governance and Ethics
- Management Research Review
- Thunderbird International Business Review
- Multinational Business Review

ORGANIZATIONAL BEHAVIOR - COURSE OUTLINE

(1) GENERAL

SCHOOL	BUSINESS ADMINISTRATION
DEPARTMENT	BUSINESS ADMINISTRATION
LEVEL OF STUDIES	MASTER IN HUMAN RESOURCE MANAGEMENT
COURSE CODE	HRM102 **SEMESTER** A
COURSE TITLE	**Organizational Behavior**

TEACHINGACTIVITIES	INSTRUCTION HOURS PER WEEK	ECTS
	3	7,5

COURSE	CORE COURSE
PREREQUISITES :	NO
COURSE LANGUAGE:	GREEK AND ENGLISH
ERASMUS COURSE	NO
COURSE SITE (URL)	https://openeclass.uom.gr/courses/POST114/

(2) LEARNING OUTCOME

LEARNING OUTCOME
The main aim of the course is to introduce students to Organizational Behavior which is a core course for students that focus on HRM. More specifically, completing this course, students are expected to enhance :   • Analyzes managerial practices that shape employee behavior in organizations   • Analyzes the impact of leadership on employee attitudes, behavior and performance   • Analyzes the impact of incentives on employee behavior and performance   • Analyzes the impact of teamworking on corporate performance   • Analyzes the impact of workplace conflict and its resolution   • Analyzes the corporate culture and structure and their impact on employee behavior and performance
(3) GENERAL COMPETENCIES
• Developingresearch techniques and analysis of data using new technologies   • Acknowledging problems that require a solution   • Developing autonomy at work   • Developing teamworking   • Working in international environment   • Ability of critique and self-critique   • Developing new research ideas and issues   • Developing inductive reasoning   *DEVELOPING STUDENTS' SKILLS*   • In assessing modern literature in HRM and Organizational Behavior   • In applying modern systems of leadership enhancement, teamworking, change management   • In communication with Power Point presentations in front of an audience

(4) COURSE LECTURES

1. Introduction to Organizational Behavior

2. Personality and Employee Values

3. Moral issues in the workplace

4. Job Satisfaction

5. Theories and application of employee motivation

6. Leadership in organizations

7. Teamworking

8. Conflict and stress in the workplace

9. Organizational Structure

10. Organizational Culture

11. Organizational change and its impact on employees

12. Presenting models of organizational behavior literature

(5) TEACHING METHODS - EVALUATION

INSTRUCTION METHOD	- Lectures in class - Interactive teaching based on Case Studies analysis - Students' presentations in class
USEOFINFORMATIONTECHNOLOGIES	Use of university's educational platform

	https://openeclass.uom.gr/
	• Use of PowerPoint in presenting homework in class • Use of Openeclass platform for communication and uploading course material, homeworks and papers • Use of Statistics software • Use of the Web for research and homework presentation
TEACHING ORGANIZATION	

ACTIVITY	SEMESTER WORKLOAD (HOURS)
LECTURES and FINAL EXAM	36+3=39
STUDENTS' STUDY/ 3 hours study per one hour teaching	36*3= 108
STUDENT PAPERS AND PRESENTATIONS	4*10=40
TOTAL	*187*

STUDENT EVALUATION	• Final exam with questions covering all the course topics receiving40% of total evaluation • 4 homeworks – student presentations 40% • Presentation skills: 10% • Student participation in class: 10%

(6) BIBLIOGRAPHY

- *Recommended books:*

Robbins and Judge (2017), Organizational Behavior, 17th Ed. London: Pearson Education

DuBrin, A, (2019) Fundamentals of Organizational Behavior, 6th Ed., US; Academic Media Solutions

- *Journals:*

Harvard Business Review, Journal of Organizational Behavior, Personnel Psychology, Leadership Quarterly, Personnel Review, International Journal of Human Resource Management, European Management Journal, Journal of Management Studies, International Journal of Manpower…

BUSINESS AND HUMAN RESOURCE STRATEGY - COURSE OUTLINE

(1) GENERAL

SCHOOL	SCHOOL OF BUSINESS ADMINISTRATION
ACADEMIC UNIT	DEPARTMENT OF BUSINESS ADMINISTRATION
LEVEL OF STUDIES	POSTGRADUATE STUDIES
MASTER	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM103	**SEMESTER**	1
COURSE TITLE	BUSINESS AND HUMAN RESOURCE STRATEGY		

INDEPENDENT TEACHING ACTIVITIES *if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits*	**WEEKLY TEACHING HOURS**	**CREDITS**
	3	7,5
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).		

COURSE TYPE *general background, special background, specialised general knowledge, skills development*	SPECIAL BACKGROUND
PREREQUISITE COURSES:	NO
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO
COURSE WEBSITE (URL)	https://openeclass.uom.gr/courses/HRM103/

(2) LEARNING OUTCOMES

Learning outcomes

The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will

acquire with the successful completion of the course are described.

Consult Appendix A

- *Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area*
- *Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B*
- *Guidelines for writing Learning Outcomes*

KNOWLEDGE:

- They have increased specialized knowledge in Business strategy and Human Resources, in relation to the undergraduate level, which includes sufficient evidence from cutting-edge scientific developments and constitutes the basis for original thinking, research and professional activity.
- Demonstrate a critical understanding of the principles, theories, methodologies and practices in Business strategy and Human Resources, as well as its interface with other fields of knowledge.
- Possess a heightened critical understanding of evolutionary dynamics and cutting-edge issues in Business strategy and Human Resources.

SKILLS:

- Fluently apply the theories and methodologies of Business strategy and Human Resources in their research, studies and work in a critical and creative way.
- They apply with originality the acquired knowledge in the research, analysis and development of innovative solutions to complex, interdisciplinary and pioneering issues.
- They are able to evaluate, interpret and promote modern scientific research and studies related to Business strategy and Human Resources.
- Inductively articulate in a scientifically documented way, solutions to complex and new issues and formulate valid judgments taking into account the relevant social, economic, cultural and ethical dimensions.
- They substantiate their positions with specialized information and arguments, to specialized or non-specialized audiences with clarity, competence and accuracy.

ABILITIES:

- They continue to autonomously develop their knowledge and skills at a high level.
- Professionally apply the specialized knowledge and skills acquired and deal effectively with new, interdisciplinary or unforeseen issues.
- Solve problems and make strategic decisions based on inductive thinking.
- Contribute to the development of knowledge and practices in the professional and business field and have operational competence in crisis management.
- They autonomously take responsibility for training/development as well as managing a team and evaluating its performance.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

Search for, analysis and synthesis of data and information, with the use of the necessary technology	*Project planning and management*
	Respect for difference and multiculturalism
Adapting to new situations	
	Respect for the natural environment
Decision-making	
	Showing social, professional and ethical responsibility and sensitivity to gender issues
Working independently	
Team work	*Criticism and self-criticism*
Working in an international environment	*Production of free, creative and inductive thinking*
Working in an interdisciplinary environment	*......*
Production of new research ideas	*Others...*
	....

- Search, analysis and synthesis of data and information, using the necessary technologies
- Adaptation to new situations
- Decision making
- Autonomous work
- Teamwork
- Work in an international environment
- Work in an interdisciplinary environment
- Generation of new research ideas
- Project planning and management
- Respect for diversity and multiculturalism
- Respect for the natural environment
- Demonstrate social, professional and ethical responsibility and sensitivity to gender issues
- Exercise criticism and self-criticism
- Promotion of free, creative and inductive thinking

(3) SYLLABUS

12 interactive lectures are held. Each lecture focuses on a topic from Business strategy and Human Resources. Common to all subjects is a specific real problem from business

administration, which, where appropriate, is also analyzed with the help of a case study. In particular, the distribution of the course content per teaching week is described as follows:

1. Elements of strategic management and environment
2. The strategic management model
3. Configuration and types of strategies
4. Strategic approach of HRM
5. Multidimensional strategic approaches of the HRM
6. Deals, voice and silence
7. Flexibility of human resources
8. Rewards strategy
9. People analytics strategy at HRM
10. HRM strategy through leadership
11. Changing operating models
12. HRM Strategy: Back to the Future

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY *Face-to-face, Distance learning, etc.*	Face to face
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY *Use of ICT in teaching, laboratory education, communication with students*	• Power Point is used in teaching and email and Open Class are used in communication. • All slides used in each lecture are posted in the eclass of the course. • All case studies used in the lectures are posted in the course eclass. • Important articles accompanying the lectures are posted on the course eclass.

TEACHING METHODS

The manner and methods of teaching are described in detail.

Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.

The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS

Activity	Semester workload
Lectures (12x(3+3))	72
Case studies (12x1)	12
Analyzing bibliography (12x1,5)	18
Developing the project (12x10)	120
Course total	**222**

STUDENT PERFORMANCE EVALUATION

Description of the evaluation procedure

Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other

Specifically-defined evaluation criteria are given, and if and where they are accessible to students.

The student is evaluated as follows:

• **Assignment** (weight 50%): In the last week of the course, the student submits his assignment in the form of a report, approximately 2000 words in size in Word or pdf. The assignment refers to a case study with real data and its topic and methodology has been timely posted on eclass. The work is graded from 0 to 10.

• **Final Written or Oral Exams** (weight 50%): The final written or oral exams refer to all the course material.
  • **Written exams**: Students are asked to answer 20 multiple-choice, true-or-false questions and short-answer questions. Each question is worth 0,5 points. For every three wrong answers, one correct answer is cut.
  • **Oral exams**: Students are asked to answer a number of critical questions.

• **Note**: The evaluation criteria are explicitly stated and are accessible on the eclass platform of the course.

(5) ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

- Κάτου, Α.Α. (2017) *Διοίκηση Ανθρώπινων Πόρων*. Θεσσαλονίκη: Εκδόσεις Ζυγός.
- Παπαδάκης, Β.Μ. (2016) *Στρατηγική των Επιχειρήσεων: Ελληνική και Διεθνής Εμπειρία*. Εκδόσεις Μπένου.
- Χυτήρης, Λ.Σ. (2018) *Διοίκηση Ανθρώπινων Πόρων*. Αθήνα: Εκδόσεις Μπένου.
- Crawshaw, J.R., Budhwar, P. and Davis, A. (2021) *Human Resource Management: Strategic & International Perspectives*. London: Sage Publications.
- Dessler, G. (2015) *Διοίκηση Ανθρώπινου Δυναμικού: Βασικές έννοιες και σύγχρονες τάσεις*. Αθήνα: Εκδόσεις Κριτική.
- Marchington, M., Wilkinson, A., Donnelly, R. and Kynighou, A. (2020) *Human Resource Management at Work*, 7th Edition. London: CIPD.
- Torrington, D., Hall, L., Taylor, S. and Atkinson, C. (2017) *Διοίκηση Ανθρώπινων Πόρων*. Nicosia: Broken Hill.

- Related academic journals:

- Human Resource Management Journal
- Human Resource Management
- Journal of World Business
- Human Resource Management Review
- Employee Relations: The International Journal
- Personnel Review
- Journal of Business Research
- International Journal of Human Resource Management
- European Management Review
- European Management Journal
- European Journal of International Management
- EuroMed Journal of Business
- International Journal of Productivity and Performance Management
- International Journal of Manpower
- International Journal of Business Governance and Ethics
- Management Research Review
- Thunderbird International Business Review
- Multinational Business Review

RESEARCH METHODS IN HUMAN RESOURCE MANAGEMENT - COURSE OUTLINE

(1) GENERAL

SCHOOL	School of Business Administration
ACADEMIC UNIT	Department of Business Administration
LEVEL OF STUDIES	Post Graduate

COURSE CODE	HRM104	**SEMESTER**	

COURSE TITLE	Research methods in human resource management

INDEPENDENT TEACHING ACTIVITIES *if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits*	**WEEKLY TEACHING HOURS**	**CREDITS**
	3	7,5
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).		

COURSE TYPE *general background, special background, specialised general knowledge, skills development*	general background
PREREQUISITE COURSES:	No
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	Greek and English terminology and bibliography
IS THE COURSE OFFERED TO ERASMUS STUDENTS	No
COURSE WEBSITE (URL)	https://openeclass.uom.gr/

(2) LEARNING OUTCOMES

> **Learning outcomes**
>
> *The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.*
>
> *Consult Appendix A*
>
> - *Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of*

- *Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B*
- *Guidelines for writing Learning Outcomes*

In the context of the 1st part of the course, students should be able to:

• understand the basic principles of multicriteria mathematical modeling

• learn to use several specialized software packages

• practice using MS Excel

• model real problems

• plan the decision-making process

• coordinate a team to make group decisions.

With the 2nd part of the course, the systematic approach to a special system of rules is sought, based on which the procedures of planning, conducting and completing - recording the results of scientific research (mainly empirical), related to the acquisition of new knowledge or aimed at practical restructuring and improvement of methods in the administration of human resources. In order to achieve this approach and especially in the conduct-completion and recording of safe research results, through the section Quantitative analysis of Research Methodology (Basic applied statistics), emphasis is placed on: assimilating knowledge, related to the recording and quantification of data, on the selection appropriate sample, their basic statistical processing, as well as the extraction and interpretation of results for the population. SPSS software is intensively used for data analysis.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

Search for, analysis and synthesis of data and information, with the use of the necessary technology	*Project planning and management*
	Respect for difference and multiculturalism
Adapting to new situations	
	Respect for the natural environment
Decision-making	
	Showing social, professional and ethical responsibility and sensitivity to gender issues
Working independently	
Team work	*Criticism and self-criticism*
Working in an international environment	*Production of free, creative and inductive thinking*
Working in an interdisciplinary environment	*......*
Production of new research ideas	*Others...*
	....

Promotion of students' free, creative and critical thinking through discussions, exercises and assignments within the course

(3) SYLLABUS

In the 1st part of the course:

1. Introduction to multi-criteria decision analysis
2. The TOPSIS method (Technique for Order Preference by Similarity to Ideal Solution)
3. Outranking methods: the PROMETHEE method (Preference Ranking Organization METHOD for Enriched Evaluation)
4. The AHP (Analytic Hierarchy Process) method
5. Finding criteria weights with the Simos and Revised Simos methods
6. Practical exercises in the above methods

In the 2nd part of the course:

7. Summary presentation of Descriptive Statistics with an emphasis on the basic measures of central tendency and dispersion - Applications with SPSS
8. The research hypotheses, transition from the sample to the population. Normality and Sampling Distribution-Confidence Intervals -Applications with SPSS
9. Comparisons of mean values with t-test and Anova controls and interpretation of results - Applications with SPSS
10. Non-parametric controls in scientific research - Applications with SPSS
11. The control of the interaction of characteristics in scientific research. Linear Correlation and Regression - Applications with SPSS
12. Sampling methods – Applications
13. Written exams

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY *Face-to-face, Distance learning, etc.*	Face-to-face teaching and active participation of students, hands-on practice in the laboratory
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY *Use of ICT in teaching, laboratory education, communication with students*	- Presentations via projector - Use of SPSS software and Python programming language - Communication with students via email and eclass - Post material on eclass platform - Use of MS/Excel, Expect Choice and Visual PROMETHEE

TEACHING METHODS *The manner and methods of teaching are described in detail.* *Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational*		
	Activity	*Semester workload*
	Lectures	70
	Study	70
	projects	60

visits, project, essay writing, artistic creativity, etc.		
	Course total	200
The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS		

STUDENT PERFORMANCE EVALUATION *Description of the evaluation procedure* *Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other* *Specifically-defined evaluation criteria are given, and if and where they are accessible to students.*	The final grade of the course results from the students' performance in the written final exams as well as the assignments they prepare during the semester. The final grade is a weighted average of the grade of the final written exam (with a weight of 70%) and the assignments (with a weight of 30%). The way in which the final grade is calculated becomes known to students at the beginning of the semester. Written final exams include: true-false questions, multiple-choice questions, interpretation of results and problem solving. The examination language is Greek

(5) ATTACHED BIBLIOGRAPHY

-Textbooks:

- Γιάννης Σίσκος (2008). Μοντέλα Αποφάσων. Εκδόσεις Νέων Τεχνολογιών, Αθήνα.
- Νικόλαος Ματσατσίνης (2010). Συστήματα Υποστήριξης Αποφάσεων. Εκδόσεις Νέων Τεχνολογιών, Αθήνα.
- Alessio Ishizaka, Philippe Nemery (2013). Multi-criteria Decision Analysis: Methods and Software. Wiley.
- Brans, J.P., Mareschal, B., 2005. PROMETHEE methods. In: Figueira, J., Greco, S., Ehrgott, M. (Eds.), Multiple Criteria Decision Analysis: State of the Art Surveys. Springer Science + Business Media, Inc., 163–196.
- Papathanasiou J. & Ploskas N. (2018). Multiple Criteria Decision Aid. Methods, Examples and Python Implementations. Series: Springer Optimization and Its Applications, Volume 136, Springer.
- Babbie, E. 2001. Εισαγωγή στην Κοινωνική Έρευνα, Εκδόσεις Κριτική.
- Σταθακόπουλος, Βλ. 'Μέθοδοι Έρευνας Αγοράς', Εκδόσεις Σταμούλης
- Javeau, C. 1996, Η Έρευνα με Ερωτηματολόγιο, Αθήνα: Εκδόσεις Τυπωθήτω.
- Ψαρρού, Μ. και Κ. Ζαφειρόπουλος 2001, Η Επιστημονική Έρευνα, Αθήνα: Εκδόσεις Τυπωθήτω.

- Gerald Keller, Στατιστική για οικονομικά και διοίκηση επιχειρήσεων, 8η έκδοση, Επίκεντρο.
- Στατιστική, Μέθοδοι Ανάλυσης για Επιχειρηματικές Αποφάσεις, Ιωάννης Χαλικιάς.

- Scientific journals:

- European Journal of Operational Research (Elsevier)
- Decision Support Systems (Elsevier)
- International Journal of Multicriteria Decision Making (Inderscience)
- Operational Research (Springer)
- Human Resource Management Journal
- Human Resource Management
- Journal of World Business
- Human Resource Management Review

Second Semester Courses

LEADING AND MANAGING PEOPLE - COURSE OUTLINE

(1) GENERAL

SCHOOL	BUSINESS ADMINISTRATION SCIENCES
DEPARTMENT	BUSINESS ADMINISTRATION DEPARTMENT
LEVEL OF STUDIES	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM201	**SEMESTER**	B

COURSE TITLE	**LEADING AND MANAGING PEOPLE**

TEACHING ACTIVITIES	INSTRUCTION HOURS PER WEEK	ECTS
	3	7,5

COURSE	CORE COURSE
PREREQUISITES :	NO
COURSE LANGUAGE:	GREEK AND ENGLISH
ERASMUS COURSE	NO
COURSE SITE (URL)	https://openeclass.uom.gr/courses/UNI142/

(2) LEARNING OUTCOME

LEARNING OUTCOME

The main aim of the course is to introduce students to Leadership in organizations focusing on its impact on employee performance and team performance. More specifically, completing this course, students are expected to enhance :

- Specialized knowledge on the importance of leadership in HRM based on modern presentation of the relevant literature.
- Specialized knowledge on leader's traits emphasizing the importance of Emotional Intelligence
- Specialized knowledge on the practices that a team leader uses to build trust relations in his/her team, and manage conflict and corporate change.

(3) GENERAL COMPETENCIES

- Developing research techniques and analysis of data using new technologies
- Acknowledging problems that require a solution
- Developing autonomy at work
- Developing team working
- Working in international environment
- Ability of critique and self-critique
- Developing new research ideas and issues
- Developing inductive reasoning

DEVELOPING STUDENTS' SKILLS

- In assessing modern literature in HRM
- In applying modern systems of leadership enhancement, team working, change management
- In communication with Power Point presentations in front of an audience

(4) COURSE LECTURES

1. Leadership that gets results: Combining competence with EQ

2. Critique of EQ in Leadership

3. Leadership and Organizational Culture Job Satisfaction

4. Drucker: Leader or Manager

5. Effective team working: The model and case study of Google

6. Building a team's operating model : role clarity, delegation, norms of behavior

7. Teamworking and conflict management

8. Coaching: Workshop, HR executive

9. Mentoring: Workshop, HR executive

10. Leadership and decision making

11. Leadership and Innovation

12. Change management, case study ISOMAT

(5) TEACHING METHODS - EVALUATION

INSTRUCTION METHOD	- Lectures in class - Interactive teaching based on Case Studies analysis - Students' presentations in class
USE OF INFORMATION TECHNOLOGIES	- Use of university's educational platform **https://openeclass.uom.gr/** - Use of PowerPoint in presenting homework in class - Use of Openeclass platform for communication and uploading course material, homeworks and papers - Use of Statistics software - Use of the Web for research and homework presentation

TEACHING ORGANIZATION	*ACTIVITY*	*SEMESTER WORKLOAD (HOURS)*
	LECTURES and FINAL EXAM	36+3=39
	STUDENTS' STUDY/ 3 hours study per one hour teaching	36*3= 108
	STUDENT PAPERS AND PRESENTATIONS	4*10=40
	TOTAL	*187*

STUDENT EVALUATION	- Final exam with questions covering all the course topics receiving 40% of total evaluation 4 homeworks – student presentations 40% - Presentation skills: 10% - Student participation in class: 10%

(6) BIBLIOGRAPHY

Recommended books:

HBR's 10 Must Reads , (2011) On Leadership, Boston: Harvard Business Review Press.

Relevant scientific journals:

Harvard Business Review**,** Leadership Quarterly, Human Resource Management, , Personnel Review, International Journal of Human Resource Management, European Management Journal, Journal of Management Studies European Management Review, International Journal of Manpower.

HUMAN RESOURCE MANAGEMENT ANALYTICS - COURSE OUTLINE

(1) GENERAL

SCHOOL	BUSINESS ADMINISTRATION SCIENCES
DEPARTMENT	BUSINESS ADMINISTRATION DEPARTMENT
LEVEL OF STUDIES	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM202	**SEMESTER**	B
COURSE TITLE	Human Resource Management Analytics		

TEACHING ACTIVITIES	**INSTRUCTION HOURS PER WEEK**	**ECTS**
	3	7,5

COURSE	CORE COURSE
PREREQUISITES :	NO
COURSE LANGUAGE:	GREEK AND ENGLISH
ERASMUS COURSE	NO
COURSE SITE (URL)	https://openeclass.uom.gr/courses/HRM101/

(2) LEARNING OUTCOME

LEARNING OUTCOME
The main aim of the course is to introduce students to techniques of Human Resource Management Analytics. Students will learn how to utilize big data and apply modeling to HRM. More specifically, completing this course, students are expected to be able to :

- Choose methods of analysis for designing empirical research
- Use in modeling modern statistical software such as Smart PLS
- Assess models of HRM using SPSS, MAD, Smart PLS
- Evaluate model's results to enhance the decision making in organizations

GENERAL COMPETENCIES

- Developing research techniques and analysis of data using new technologies
- Acknowledging problems that require a solution
- Developing autonomy at work
- Developing team working
- Working in international environment
- Ability of critique and self-critique
- Developing new research ideas and issues
- Developing inductive reasoning

(3) COURSE LECTURES

1. Introduction to HRM Analytics

2. Correspondence Analysis

3. Applications of Multiple Correspondence Analysis using MAD software

4. Data Classification : the method and the interpretation of results Drucker: Leader or Manager

5. Applications of Classification Data with HR data

6. Exploratory Factor Analysis using SPSS and Smart PLS

7. Validity and Reliability of statistical model using Smart PLS

8. Mediation, Moderation, Hypothesis testing using Smart PLS

9. Developing HRM models in Tourism and Banking using Smart PLS

	10. Developing HRM models in Manufacturing using Smart PLS
	11. Developing HRM models in Healthcare and Public Services using Smart PLS
	12. Students' presentations and Class Review

(4) TEACHING METHODS - EVALUATION

INSTRUCTION METHOD	- Lectures in class - Interactive teaching based on Case Studies analysis - Students' presentations in class	
USE OF INFORMATION TECHNOLOGIES	- Use of university's educational platform **https://openeclass.uom.gr/** - Use of PowerPoint in presenting homework in class - Use of Openeclass platform for communication and uploading course material, homeworks and papers - Use of Statistics software , MAD, SPSS, Smart PLS - Use of the Web for research and homework presentation	
TEACHING ORGANIZATION	*ACTIVITY*	*SEMESTER WORKLOAD (HOURS)*
	LECTURES and FINAL EXAM	36+3=39
	STUDENTS' STUDY/ 3 hours study per one hour teaching	36*3= 108
	STUDENT PAPERS AND PRESENTATIONS	4*10=40
	TOTAL	*187*

STUDENT EVALUATION	
	• Final exam with questions covering all the course topics receiving 40% of total evaluation • 4 homeworks – student presentations 40% • Presentation skills: 10% • Student participation in class: 10% Exams in Greek or English

(5) BIBLIOGRAPHY

Textbooks:

1. Kuhn, M., and Johnson, K. Applied Predictive Modeling. New York: Springer, 2013.
2. François Husson, Sébastien Lê, Jérôme Pagès, Exploratory Multivariate Analysis by Example Using R, by Taylor & Francis Group, 2017
3. Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2014), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), Sage.

Journals :

1. Journal of Classification, Springer
2. Behaviormetrika, Springer
3. International Journal of Human Resource Management
4. Personnel Review
5. Employee Relations
6. European Management Review

TALENT ACQUISITION AND MANAGEMENT - COURSE OUTLINE

(1) GENERAL

SCHOOL	SCHOOL OF BUSINESS ADMINISTRATION
ACADEMIC UNIT	DEPARTMENT OF BUSINESS ADMINISTRATION
LEVEL OF STUDIES	POSTGRADUATE STUDIES
MASTER	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM254	**SEMESTER**	B
COURSE TITLE	TALENT ACQUISITION AND MANAGEMENT		

INDEPENDENT TEACHING ACTIVITIES *if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits*	**WEEKLY TEACHING HOURS**	**CREDITS**
	3	7,5
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).		

COURSE TYPE *general background, special background, specialised general knowledge, skills development*	SPECIAL BACKGROUND
PREREQUISITE COURSES:	NO
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK OR/AND ENGLISH
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO
COURSE WEBSITE (URL)	https://openeclass.uom.gr/courses/POST109/

(2) LEARNING OUTCOMES

Learning outcomes

Afterthecompletionofthemodule, studentswillbeabletounderstand:

- What is talent and its significance in the contemporary organizational environment
- The difference between skills and abilities and their importance in the contemporary workplace
- The difference between talent management and human resource management
- The association of talent with the human resource management policies
- The role of talent management in the emergence of employer branding
- Talents' recruitment and selection practices
- Talents' training and development practices
- Talents' performance assessment practices

- Adjustment in new situations
- Decision making
- Autonomous work
- Teamwork
- Employment in an international environment
- Employment in a interdisciplinary environment
- Production of new research ideas
- Respectofdiversityandmulticulturalism
- Deployment of criticism and self-criticism
- Promotionoffree, creative, andinductivewayof thinking

(3) SYLLABUS

1. Introduction to the module – The concept and the significance of talent for organizational success
2. Individual skills
3. Team skills
4. Leadership and talent
5. Organizational development and talent management
6. Recruitment and selection of talent
7. Talent development
8. Talent performance management
9. Rewards and talent
10. Presentation of first assignment
11. Presentation of second assignment
12. Presentation of second assignment
13. Exams

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY *Face-to-face, Distance learning, etc.*	Face to face and distant. Interactive teaching with case studies. PowerPoint and Canva are utilized as well as scientific and magazine articles.
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY *Use of ICT in teaching, laboratory education, communication with students*	The educational electronic platform of the university is used, openeclass

TEACHING METHODS *The manner and methods of teaching are*	Activity	Semester workload
	Lectures and final exams	36+3=39

described in detail.	Literature review	36 * 3 = 108
	Assignment completion	4 * 10 =40

described in detail. *Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.* *The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS*	

Literature review	36 * 3 = 108
Assignment completion	4 * 10 =40
Course total	***187***

STUDENT PERFORMANCE EVALUATION *Description of the evaluation procedure* *Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other* *Specifically-defined evaluation criteria are given, and if and where they are accessible to students.*	1. Written exams (50%) 2. Assignments (40%) 3. Participation in the lectures (10%) Performance assessment criteria are available to the openeclass platform

(5) ATTACHED BIBLIOGRAPHY

- Textbooks:

- *Berger, L. A., & Berger, D. (2017). The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People. McGraw Hill Professional.*
- *Kermally, S. (2004). Developing and managing talent: a blueprint for business survival. Thorogood.*

- Related academic journals:

- *Talent Management*
- *Human Resource Management Journal*
- *Human Resource Management*
- *International Journal of Human Resource Management*

PERFORMANCE AND REWARD MANAGEMENT - COURSE OUTLINE

(1) GENERAL

SCHOOL	BUSINESS ADMINISTRATION SCIENCES
DEPARTMENT	BUSINESS ADMINISTRATION DEPARTMENT
LEVEL OF STUDIES	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM253	**SEMESTER**	B

COURSE TITLE	Performance and Reward Management

TEACHING ACTIVITIES	INSTRUCTION HOURS PER WEEK	ECTS
	3	7,5

COURSE	SPECIALIZATION COURSE
PREREQUISITES :	NO
COURSE LANGUAGE:	GREEK AND ENGLISH
ERASMUS COURSE	NO
COURSE SITE (URL)	https://openeclass.uom.gr/modules/document/?course=POST106

(2) LEARNING OUTCOME

LEARNING OUTCOME

The main aim of the course is to provide knowledge and skills in applying main HRM practices and. More specifically, completing this course, students are expected to enhance :

- Specialized knowledge and applications on employee incentives schemes based on interactive teaching of our students with an HR expert working in a well established HR department.
- Specialized knowledge and applications on employee reward schemes based on interactive teaching of our students with an HR expert working in a well established HR department
- Specialized knowledge and applications on career management based on interactive teaching of our students with an HR expert working in a well established HR department

(3) GENERAL COMPETENCIES

- Developing research techniques and analysis of data using new technologies
- Acknowledging problems that require a solution
- Developing autonomy at work
- Developing team working
- Working in international environment
- Ability of critique and self-critique
- Developing new research ideas and issues
- Developing inductive reasoning

DEVELOPING STUDENTS' SKILLS

- Developing students' skills in assessing HRM published research in HRM literature with emphasis on employee incentives, rewards and career management
- Developing students' communication skills and more particularly their presentation skills
- Developing students' ability to apply HRM practices in their own workplaces

(4) COURSE LECTURES

1. Employee Motivation

2. Modern Systems of Employee Motivation, Vegafactor Case Study

3. Modern Employee Selection techniques , ICAP HR expert

4. Competency-based Interview, Workshop , Kleemann HR expert

5. Talent Management: Selecting, Developing and Retaining talented employees

6. Talent Management : The Netflix Case Study

7.   Performance Management Techniques, Human Value HR expert

8. Applying Performance Management in SMEs in Greece, HR expert

9. Applying Reward Systems, HR expert

10. Modern Reward Systems: Walmart vs. Costco

11. Career Management and Coaching

12. Career Management and Mentoring

(5) TEACHING METHODS - EVALUATION

INSTRUCTION METHOD	- Lectures in class - Interactive teaching based on Case Studies analysis - Visiting HR Managers for presenting HRM applications - Analysis of HRM statistical models based on modern bibliography - Students' presentations in class
USE OF INFORMATION TECHNOLOGIES	Use of university's educational platform

	https://openeclass.uom.gr/ • Use of PowerPoint in presenting homework in class • Use of Openeclass platform for communication and uploading course material, homeworks and papers • Use of Statistics software • Use of the Web for research and homework presentation
TEACHING ORGANIZATION	<table><tr><td>**ACTIVITY**</td><td>**SEMESTER WORKLOAD (HOURS)**</td></tr><tr><td></td><td></td></tr><tr><td>LECTURES and FINAL EXAM</td><td>36+3=39</td></tr><tr><td>STUDENTS' STUDY/ 3 hours study per one hour teaching</td><td>36*3= 108</td></tr><tr><td>STUDENT PAPERS AND PRESENTATION</td><td>20</td></tr><tr><td>PREPARATION FOR WORKSHOPS</td><td>20</td></tr><tr><td>TOTAL</td><td>*187*</td></tr></table>
STUDENT EVALUATION	 • Final exam with questions covering all the course topics receiving 40% of total evaluation • 2 Paper-Presentation : 20% • 2 Workshops: 20% • In class student presentation: 10% • Student participation in class: 10%

(6) BIBLIOGRAPHY

-RECOMMENDED TEXTBOOKS:

Milkovich, G. and Newman J. (2008) Compensation, 9th ed., New York, McGraw-Hill
Harvard Business Review Cases

HR experts' presentations

-SCIENTIFIC JOURNALS:

Harvard Business Review, Human Resource Management, Leadership Quarterly, Personnel Review, International Journal of Human Resource Management, European Management Journal, Journal of Management Studies European Management Review, International Journal of Manpower.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT - COURSE OUTLINE

(1) GENERAL

SCHOOL	SCHOOL OF BUSINESS ADMINISTRATION
ACADEMIC UNIT	DEPARTMENT OF BUSINESS ADMINISTRATION
LEVEL OF STUDIES	POSTGRADUATE STUDIES
MASTER	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	**HRM251**	**SEMESTER**	**B**
COURSE TITLE	International Human Resource Management		

INDEPENDENT TEACHING ACTIVITIES *if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits*	**WEEKLY TEACHING HOURS**	**CREDITS**
	3	7,5
Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).		

COURSE TYPE *general background, special background, specialised general knowledge, skills development*	SPECIAL BACKGROUND
PREREQUISITE COURSES:	NO
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK OR/AND ENGLISH
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO
COURSE WEBSITE (URL)	

(2) LEARNING OUTCOMES

Learning outcomes

Afterthecompletionofthemodule, studentswillbeabletounderstand:

- The contemporary place in which International Human Resource Management exists
- The common issues and the differences between International Human Resource Management and Human Resource Management
- The various approaches and models of International Human Resource Management
- The contemporary policies and practices of International Human Resource Management
- The contemporary developments in the field of International Human Resource Management

- Adjustment in new situations
- Resilience
- Decision making
- Employment in an international environment
- Employment in a interdisciplinary environment
- Production of new research ideas
- Respectofdiversityandmulticulturalism
- Deployment of criticism and self-criticism
- Promotionoffree, creative, andinductivewayof thinking

(3) SYLLABUS

1. Introductiontothemodule– Theconceptandthesignificance of International Human Resource Management
2. Theoretical models and approaches regarding the analysis of practices and methods for Human Resource Management in an international level
3. The importance of expatriates and repatriates for the contemporary organizations
4.The effect of organizational culture in the international companies/international human resource management
5. Recruitment and selection in the international companies
6. Training and development in the international companies
7. Performance assessment in the international companies
8. Rewards and talent
9. Managing multinational teams & Global talent management
10. Presentation of assignments
11. Presentation of assignments
12. Presentation of assignments
13. Exams

(4) TEACHING and LEARNING METHODS - EVALUATION

DELIVERY *Face-to-face, Distance learning, etc.*	Face to face and remotely. Interactive teaching with case studies. PowerPoint is utilized as well as scientific and magazine articles.
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY *Use of ICT in teaching, laboratory education, communication with students*	The educational electronic platform of the university is used, openeclass
TEACHING METHODS *The manner and methods of teaching are described in detail.* *Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity,*	<table><tr><th>*Activity*</th><th>*Semester workload*</th></tr><tr><td>Lectures and final exams</td><td>36+3=39</td></tr><tr><td>Literature review</td><td>36 * 3 = 108</td></tr><tr><td>Assignment completion</td><td>4 * 10 =40</td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></table>

etc.		
The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS	Course total	**187**

STUDENT PERFORMANCE EVALUATION	
Description of the evaluation procedure	4. Written exams (50%) 5. Assignments (40%) 6. Participation in the lectures (10%)
Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other	Performance assessment criteria are available to the openeclass platform
Specifically-defined evaluation criteria are given, and if and where they are accessible to students.	

(5) ATTACHED BIBLIOGRAPHY

Recommended textbooks:

- *Tarique I, Briscoe, D. Schuller R (2015) International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge; 5th edition*
- *Rees C, Edwards T (2010) International Human Resource Management Globalization, National Systems and Multinational Companies, Pearson, 2nd Edition*
- *Iles, Paul, Zhang, Crystal. (2013) International human resource management : a cross-cultural and comparative approach, London : Chartered Institute of Personnel and Development.*

- Relevant scientific journals:

- *International Journal of Human Resource Management*
- *Human Resource Management Journal*
- *Human Resource Management*
- *Management International Review*

LABOUR LAW - COURSE OUTLINE

(1) GENERAL

SCHOOL	BUSINESS ADMINISTRATION
DEPARTMENT	BUSINESS ADMINISTRATION
LEVEL OF STUDIES	MASTER IN HUMAN RESOURCE MANAGEMENT

COURSE CODE	HRM255	**SEMESTER**	B
COURSE TITLE	LABOUR LAW		

TEACHING ACTIVITIES	**INSTRUCTION HOURS PER WEEK**	**ECTS**
	3	7,5

COURSE	Specialization Course
PREREQUISITES :	NO
COURSE LANGUAGE:	GREEK AND ENGLISH
ERASMUS COURSE	NO
COURSE SITE (URL)	https://openeclass.uom.gr/courses/HRM107/

(2) LEARNING OUTCOME

LEARNING OUTCOME
The main aim of the course is to introduce students to Labor Relations in the EU and Greece. More specifically, completing this course, students are expected to be able to :

- Analyze the main characteristics of the labor laws in Greece
- Analyze the main characteristics of the individual and collective contracts
- Analyze the contemporary forms of employment
- Analyze and discuss the flexible forms of employment
- Analyze and discuss the rights and obligations of employees

(3) GENERAL COMPETENCIES

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Adapting to new situations
- Acknowledging problems that require a solution
- Decision making
- Working in an interdisciplinary environment
- Ability of critique and self-critique
- Working independently
- Developing inductive reasoning
- Criticism and self-criticism

(3) COURSE LECTURES

1 Introduction. Object, distinctions, sources and fundamental principles of labor law

2. The individual employment contract. Concept and characteristics, distinction from related concepts, training, successive contracts of employment

3. The subjects of the employment contract.

4. Working time

5. Typology of modern forms of employment. Part-time, rotating and temporary employment. Loan work, secondment of an employee, flexible forms of employment

6. Remuneration for providing work

7. Employer welfare. Health and safety at work.

8. Employee Permits

9. Managerial position of the employer in the organization and operation of the business

10. Termination of the employment contract

11. Freedom of association and trade unions

12. Participation of employees in companies through their councils

13. Strike

14. Collective labor agreements

15. Collective labor disputes

(4) TEACHING METHODS - EVALUATION

INSTRUCTION METHOD	- Lectures in class / teleconferencing - Interactive teaching based on Case Studies analysis - Students' presentations in class
USE OF INFORMATION TECHNOLOGIES	- Use of university's educational platform **https://openeclass.uom.gr/** - Use of PowerPoint in presenting homework in class - Use of Openeclass platform for communication and uploading course material, homework and papers - Use of Statistics software - Use of the Web for research and homework presentation

TEACHING ORGANIZATION	ACTIVITY	SEMESTER WORKLOAD (HOURS)
	LECTURES and FINAL EXAM	36+3=39
	STUDENTS' STUDY/ 3 hours	36*3= 108

	study per one hour teaching	
	STUDENT PAPERS AND PRESENTATIONS	4*10=40
	TOTAL	*187*
STUDENT EVALUATION	- Final exam with questions covering all the course topics receiving 40% of total evaluation - Essays – student presentations 40% - Presentation skills: 10% - Student participation in class: 10%

(5) BIBLIOGRAPHY

Textbooks:

Ιωάννης Αλ. Τζιώνας, Εγχειρίδιο Εργατικού Δικαίου, Εκδόσεις Τζιόλα, 2019

Graduation – Inauguration

The inauguration ceremony takes place in University's Ceremony Hall in the presence of the Dean of the Faculty, the President of Business Administration Department and the Directors of the Postgraduate Studies Programs. In addition to the graduates, teachers, relatives and friends of the graduates attend the ceremony. During the inauguration ceremony, graduates wear toga and receive Certificates and Diploma Supplements.