



**University of Macedonia**  
**The MBA Program**  
**Fall Semester 2017-2018**

**Human Resources Management: Selected Topics**

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***Aims***

The main aim of the course is to provide insights into contemporary Human Resource Management issues for MBA students who aspire to focus on Human Resources Management. Accordingly, the emphasis in this course is located in organizational culture, leadership, team working, trust relationships, conflict management and burn out at the workplace.. The course material is based on Case Studies, Workshops, Published applied research with visiting experts and students' class presentations.

***Learning Objectives:***

At the end of the course, students will:

- Understand the significant contribution of HRM practices in creating a competitive advantage

- Analyse and evaluate employment practices in different types of organizations and understand how these contribute to business performance
- Anticipate human resource management issues they may face in their careers
- Address typical human resource management situations with greater confidence
- Appreciate critical ethical issues that affect and are affected by the HRM environment.

Whether or not you have an interest in Human Resources as a career, everyone is likely to be called upon at some time to deal with “people issues”. This course will provide you with helpful information and insights.

*Course Structure:*

| WEEK | TOPIC                                | READINGS/ASSIGNMENTS   |
|------|--------------------------------------|--|
| 1    | Leadership at the workplace          | HBR cases<br>D. Mihail   |
| 2    | Organizational culture and HRM       | HBR cases<br>D. Mihail   |
| 3    | Trust relationships at the workplace | HBR cases<br>D. Mihail   |
| 4    | Team working                         | HBR cases<br>D. Mihail   |
| 5    | Conflict management at the workplace | HBR cases<br>D. Mihail   |
| 6    | Burning out at the workplace         | HBR cases<br>D. Mihail   |
| 7    | Applied research on HRM              | Literature Review issues, main methodological issues, statistical analysis, presentation of results: an example<br><br>Kloutsiniotis Panagiotis, PhD |
| 8    | The ‘Black-Box’ – The                | 1. Appelbaum, E., Bailey, T., Berg, P. & Kalleberg, A. (2000). <i>Manufacturing</i>  |

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|----|--|--|
|    | missing link between HPWS and organizational performance | <p><i>Advantage: Why High Performance Work Systems Pay Off</i>. Ithaca, NY: Cornell University Press.</p> <p>2. Messersmith, J.G., Patel, C.P. &amp; Lepak, D.P. (2011). Unlocking the black box: Exploring the link between High-Performance Work Systems and Performance. <i>Journal of Applied Psychology</i>, 96, 6, 1105-1118.</p> <p>Kloutsiniotis Panagiotis, PhD</p>   |
| 9  | The effects of HPWS on the Greek healthcare sector (1)   | <p>1. Mihail, D.M. &amp; Kloutsiniotis, P.V. (2016a). The effects of high-performance work systems on hospital employees' work-related well-being: Evidence from Greece. <i>European Management Journal</i>, 34: 4, 424-438.</p> <p>2. Mihail, D.M. and Kloutsiniotis, P.V. (2016b). Modeling patient care quality: an empirical high-performance work system approach. <i>Personnel Review</i>, 45: 6, 1176-1199.</p> <p>Kloutsiniotis Panagiotis, PhD</p>  |
| 10 | The effects of HPWS on the Greek healthcare sector (2)   | <p>1. Kloutsiniotis, P.V. and Mihail, D.M. (2017a). Linking innovative human resource practices, employee attitudes and intention to leave in healthcare services. <i>Employee Relations</i>, 39: 1, 34-53.</p> <p>2. Mihail, D.M. and Kloutsiniotis, P.V. (2016). The effects of high-performance work systems on Greek hospital employees' work-related well-being. <i>Full paper presented at the University Forum for Human Resource Development 2016 (UFHRD 2016), Manchester Metropolitan University, 8-10th June, 2016</i></p> <p>Kloutsiniotis Panagiotis, PhD</p> |
| 11 | The effects of HPWS on the Greek banking sector          | <p>1. Kalleberg, A. L., Berg, P. &amp; Appelbaum, E. (2004). How trust really works in High Performance Work organizations. <i>Revision of</i></p>   |

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|    |  | <p><i>paper presented at Conference on Work Intensification, Paris, France, November 21-22, 2002.</i></p> <p>2. Kloutsiniotis, P.V. and Mihail, D.M. (2017c). The link between perceived High Performance Work Practices, employee attitudes and service quality: The mediating and moderating role of trust. <i>Employee Relations</i> (Under Review).</p> <p>Kloutsiniotis Panagiotis, PhD</p> |
| 12 | Is it worth it? An HPWS approach focused on the Greek manufacturing sector | <p>1. Kloutsiniotis, P.V. and Mihail, D.M. (2017d). Is it worth it? Linking perceived high-performance work systems and burnout: The mediating role of job demands and job resources. <i>Human Resource Management Journal</i> (Accepted for revision).</p> <p>Kloutsiniotis Panagiotis, PhD</p>   |

### **Readings**

Harvard Business Review, Personnel Review, International Journal of Human Resource Management, Organizational Dynamics, Career Development International, Journal of Management Studies, International Journal of Manpower, European Management Journal, Organizational Change Management Journal

### **Logistics:**

- Credit Allocation: 36 Hours, ECTS 6.
- Location: Teleconference room
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- Classes are scheduled to run from 16.30 – 19.00 - usually with a 15 minute break

### *Assessing Student Performance:*

Your final mark will be a numerical grade based on a combination of:

#### **A. Team Assignment**

- There will be scheduled in-class presentations of case studies and articles. These assignments will be worth a total of **40 marks**.
- Class participation: **10 marks**.

#### **B. Final Exam**

- The final examination **will cover the entire course content**. It will be worth of **50 marks**.
- The final exam will cover text book readings, handouts, assigned readings, lecture notes, case studies and video content as well as class discussion.

One (1) make-up test date for the in-class test will be scheduled if you are unable to participate on the designated date.

*All the readings will be placed on Compus.*

#### **Plagiarism**

Plagiarism in writing research papers or taking tests in this class is not acceptable. It includes representing another's work as one's own, presenting or submitting any academic work in a manner that impairs the instructor's ability to assess the student's academic performance. Plagiarism also includes failure to use quotation marks around material quoted from any source. Plagiarism leads to an automatic grade of zero points for the designated test.