



University of Macedonia
The MBA Program
Spring Semester 2012-2013

Human Resources Management

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Aims

The main aim of the course is to provide essential insights into contemporary and future Human Resource Management issues, for all MBA students whether or not their career orientation lies in human resources. Accordingly, the emphasis in this course is away from the nitty-gritty of HRM techniques and on the general issues that confront all managers in any organisation: how to create competitive advantage using human resources, while maintaining the highest standards of best practice, ethics and achievement.

Learning Objectives:

At the end of the course, students will:

- Understand the significant contribution of HRM in creating a competitive advantage
- Analyse and evaluate employment practices in different types of organisations 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.

Content

- Management of Human Resources - What is HRM, various systems of HRM
- Design of Jobs for the Future - Job analysis and job design, the effects of technology and competition on the design of jobs
- Recruitment and selection - The competitive advantage of recruitment and selection, how HRM strategy influences recruitment and selection
- Performance and appraisal - Linking performance appraisal to other HRM sub-systems, individual vs group appraisal
- Compensation, wage and salary determination, pay-for-performance.
- Training and employee development, career development, employee development and developing skills to support the business strategy, talent management
- New directions of HRM: Ethics, corporate social responsibility, fraud and corruption in the workplace, Diversity management.

COURSE STRUCTURE:

WEEK	TOPIC	READINGS/ASSIGNMENTS
1	<i>Introduction to Human Resource Management</i>	<ol style="list-style-type: none"> 1. Dessler, Chapter 1. 2. Dessler, Chapter 2, pp. 112-121. 3. Brickley et al., 1995, “The Economics of Organizational Architecture”, <i>Journal of Applied Corporate Finance</i>, Vol.8, pp. 19-31. 4. Indian Factories Case Study
2	<i>Strategic HRM Role of HR Function HR Scorecard</i>	<ol style="list-style-type: none"> 1. Dessler, Chapter 3. 2. Assignment on Strategic HRM (1) <p>Visiting Scholar: Protopapas H., PhD, MBA</p>
3	<i>Job Analysis</i>	<ol style="list-style-type: none"> 1. Dessler, Chapter 4. 2. Singh, P., 2008, “Job analysis for a changing

		<p>workplace”, <i>Human Resource Management Review</i>, Vol.18, pp. 87-99.</p> <p>3. Assignment on Job Description and Job Evaluation (2)</p> <p>Visiting Scholar: Protopapas H., PhD, MBA.</p>
4	<i>Personnel Planning and Recruiting</i>	<p>1. Dessler, Chapter 5.</p> <p>2. Video: “The Sainsbury Case Study”</p> <p>3. Student Presentations</p>
5	<i>Employee Testing and Selection</i>	<p>1. Dessler, Chapter 6.</p> <p>2. Case Study: Tichy, 2001, “No Ordinary Boot Camp”, <i>HBR</i>, Issue 4.</p> <p>3. Student Presentation</p>
6	<i>Interviewing Candidates</i>	<p>1. Dessler, Chapter 7.</p> <p>2. Video: “Interviewing Skills”</p> <p>3. Student Presentation</p>
7	<i>Training & Developing Employees</i>	<p>1. Dessler, Chapter 8.</p> <p>2. Case study on Training and Developing</p> <p>3. Student Presentation</p>
8	<i>Performance Management and Appraisal</i>	<p>1. Dessler, Chapter 9.</p> <p>2. Performance Appraisal Applications</p> <p>3. Jackman & Strober, 2003, “Fear of Feedback”, <i>HBR</i>, Issue 4.</p> <p>Visiting Scholar: Protopapas H., PhD, MBA</p>
9	<i>Establishing Strategic Pay Plans</i>	<p>1. Dessler, Chapter 11.</p> <p>2. Analysis and Discussion on Assignment (2)</p> <p>Visiting Scholar: Protopapas H., PhD, MBA</p>
10	<i>Pay for Performance and Financial Incentives</i>	<p>1. Dessler, Chapter 12.</p> <p>2. Pfeffer, 1998, “Six Dangerous Myths about Pay”, <i>HBR</i>, Issue 5.</p> <p>3. Balanced Scorecard Methodology</p> <p>Visiting Scholar: Protopapas H., PhD, MBA</p>
11	<i>Coaching, Careers, and Talent Management</i>	<p>1. Dessler, Chapter 10.</p> <p>2. Mihail, D. 2008, “Graduates’ career orientations and strategies in corporate Greece”, <i>Personnel Review</i>, Vol.37, No.4, pp.393-411.</p> <p>3. Hewlett S. and Rashid, R., 2010, “The Battle for Female Talent in Emerging Markets”, <i>HBR</i>, Issue 2.</p>
12	Review Class	Student Presentations

Readings

Core Texts:

Dessler Gary, (2011), *Human Resource Management*, 12th edition, New Jersey:Pearson Prentice Hall.

Armstrong, M. (2009), *Human Resource Management Practice*, 11th edition, London and Philadelphia: Kogan Page

Mathis RL., And Jackson JH. (2007) *Human Resource Management*, 12th edition, South-Western College Pub.

Price Alan (2007), *Human Resource Management in a Business Context*, 3rd Edition, London: Thomson Learning.

Mendehall, M, Oddu, G. and Stahl, G. (2007), *Readings and Cases in International Humeman Reslurece Management*, London: Routledge.

Storey J., (1998), *Blackwell Cases in Human Resource and Change Management*, Oxford: Blackwell.

Heery E. (2008). *A Dictionary of Human Resource Management*, 2Rev Ed edition Oxford University Press.

Journals: Harvard Business Review, Personnel Review, International Journal of Human Resource Management, Career Development International, Journal of Management Studies, International Journal of Manpower...

Logistics:

- Credit Allocation: 36 Hours, ECTS 6.

- Location: Teleconference Room, Floor 1, UOM.
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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.