



University of Macedonia
The MBA Program
Spring Semester 2012-2013

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 HRM techniques related to Recruitment and Selection, Training and Employee Development, Career Management, Employee Performance Management and Compensation. The course material is based on Case Studies, Workshops, discussion 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.

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: Diversity management.

COURSE STRUCTURE:

WEEK	TOPIC	READINGS/ASSIGNMENTS
1	<i>HRM and High Performance Work Systems</i>	<ol style="list-style-type: none"> 1. Department of Trade and Industry, 2005, “HPWS: achieving best practice in your business” UK Government. 2. Mihail, D., Mac Links, M. and Sarvanidis, S., (2013), “High performance work systems in corporate turnaround: A German case study”, <i>Journal of Organizational Change Management</i>, forthcoming.

2	<i>Skills, Knowledge Workers and Career Management</i>	<p>Dimitris Mihail</p> <ol style="list-style-type: none"> Kochan, T. “Investment in Human Capital”, , <i>Harvard Business Review</i>, March 2012. Molinsky, A. “Three Skills Every 21st Century Manager Needs”, <i>Harvard Business Review</i>, January 2012. <p>Dimitris Mihail</p>
3	<i>Career Management and Interviewing: Applications</i>	<p>Visiting Expert: Pratsidis Nikos, MBA</p> <p>Case Studies</p>
4	<i>Careers and Diversity Management: Case Studies</i>	<ol style="list-style-type: none"> Mihail, D., Giannikis, S., (2011), Flexible work arrangements in Greece: A study of employee perceptions”, <i>The International Journal of Human Resource Management</i>, Vol. 22, No.2, pp.417-432. Mihail, D., (2006), “Women in management: Gender stereotypes and students’ attitudes in Greece”, <i>Women in Management Review</i>, Vol. 21, No. 8 , pp. 681-689. <p>Dimitris Mihail</p>
5	<i>Training & Developing Employees</i>	<p>Mihail Dimitris</p> <ol style="list-style-type: none"> Adler G., “When a New Manager Stumbles, Who’s at Fault?”, <i>Harvard Business Review</i>, April 1996 (Case Study). Kochan, T., Finegold, D., and Osterman, P. “Who can fix the ‘middle-skills’ Gap”, <i>Harvard Business Review</i>, December 2012 <p>Dimitris Mihail</p>
6	<i>Training and Developing Employees : Greek Case Studies</i>	<p>Visiting Expert: Anastasiou, Anestis, BEng, MSc.</p> <p>Greek Case Studies</p>
7	<i>Developing Employees: Mentoring and Coaching</i>	<p>Visiting Expert: Anastasiou, Anestis, BEng, MSc.</p> <p>Greek Case Studies</p>

8	<i>Performance Management</i>	<p>1. Performance Appraisal Applications. 2. Individual Performance Assessment – Workshop Assignment.</p> <p>Protopapas Haris, PhD, MBA</p>
9	<i>Business Performance and HR Outcomes</i>	<p>1. The Balanced Scorecard Methodology. 2. Papalexandris, A., Ioannou, G., Prastacos, G. and Soderquist, K.E. (2005) "An Integrated Methodology for Putting the Balanced Scorecard into Action", <i>European Management Journal</i>, Vol.23, No.2: 214-227. 3. Business Scorecard Application – Workshop Assignment.</p> <p>Protopapas Haris, PhD, MBA</p>
10	<i>HR Effectiveness</i>	<p>1. The HR Scorecard Methodology. 2. Beatty, R.W., Huselid, M.A. and Schneier, C.E. (2003) "New HR Metrics: Scoring on the Business Scorecard", <i>Organizational Dynamics</i>, Vol.32, No.2: 107-121. 3. HR Scorecard Application – Workshop Assignment. 4. Linking Business Scorecard and HR Scorecard.</p> <p>Protopapas Haris, PhD, MBA</p>
11	<i>Employee Compensation</i>	<p>1. Total Remuneration and Total Reward. 2. Salary Survey Techniques and Applications. 3. Methodology and Critical Issues. 4. Linking Pay and Performance on a business, function, team or individual level – Building-up on previous Workshop Assignments Outcomes. 5. Compensation Policy Application – Workshop Assignment.</p> <p>Protopapas Haris, PhD, MBA</p>
12	<i>Performance Appraisal: Greek Case Studies</i>	<p>Visiting Expert: Pratsidis Nikos, MBA</p> <p>Case Studies</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: to be announced...
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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 **50 marks**.
- Class participation: **10 marks**.

B. Final Exam

- The final examination **will cover the entire course content**. It will be worth of **40 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.