

COURSE OUTLINE

(1) GENERAL

SCHOOL	SCIENCES OF MANAGEMENT		
SECTION	BUSINESS ADMINISTRATION		
LEVEL OF STUDIES	POSTGRADUATE STUDY PROGRAMME		
COURSE CODE		SEMESTER OF STUDY	SECOND
COURSE TITLE	HUMAN RESOURCES MANAGEMENT		
INDEPENDENT TEACHING ACTIVITIES <i>where credit units are awarded for distinct parts of the course e.g. Lectures, Laboratory exercises, etc. If credit units are awarded for the whole course, indicate the weekly teaching hours and the total number of credit units</i>		WEEKLY TEACHING HOURS	CREDIT UNITS
Lectures		3	5
Add rows if necessary. The teaching organization and the teaching methods used are described in detail in (d).			
TYPE OF COURSE <i>general background, special background, specialization general knowledge, skills development</i>	SPECIALIZED GENERAL KNOWLEDGE		
PREREQUISITE COURSES:	NO		
LANGUAGE OF TEACHING AND EXAMINATION:	GREK		
THE COURSE IS OFFERED TO ERASMUS STUDENTS	NO		
COURSE URL			

(2) LEARNING OUTCOMES

Learning Outcomes

The learning outcomes of the course are described as the specific knowledge, skills and competences of an appropriate level that students will acquire after successful completion of the course.

Consult Annex A

- Description of the Level of Learning Outcomes for each cycle of study according to the Qualifications Framework of the European Higher Education Area
- Descriptive Indicators for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Annex B
- Learning Outcomes Writing Comprehensive Guide

- Strategic management of Human Resources issues in companies and organizations
- Systematic classification of effective HR policies of companies and organizations
- Systematic organization and management of strategies and policies for the activation of the Human Resources motivation mechanism of enterprises and organizations
- Defined planning of the structural functions of jobs in enterprises and organizations
- Systematic management of recruitment and staff reduction practices in companies and organizations

General skills

Taking into account the general competences that the graduate should have acquired (as listed in the Diploma Annex and listed below), which one(s) does the course aim at?

Search, analysis and synthesis of data and information, using the necessary technologies

Project planning and management

Respect for diversity and multiculturalism

Adapting to new situations

Respect for the natural environment

Decision-making

Demonstrate social, professional and ethical responsibility and sensitivity to gender issues

Autonomous work

Teamwork

Exercise of criticism and self-criticism

Working in an international environment

Promoting free, creative and inductive thinking

Working in an interdisciplinary environment

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Generating new research ideas

Other...

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Upon completion of the course the student will be able to:

- Understand the complexity of the Human Resources management process in organizations and businesses and to be able to manage effectively and efficiently the set of activities that this process involves
- Understand the differences between the planned, science-based, principles-based framework for HR management and the disorganized and haphazard framework for HR management
- Understand the way Human Resource choices are made for staffing jobs in companies/organizations and the planning that is necessary for this process to be successful
- Understand the basic principles governing the interview process for assessing candidates for a job
- Recognize the variety of techniques and tests that exist to investigate the skills - abilities of the candidates and to explore their personality
- Understand the different "task performance evaluation" systems and the logic or philosophy of each and how each of them can affect the effectiveness of human resources and the scope of the activation (or deactivation) of the motivation mechanism
- Understand the way people perceive and learn in order to be able to design the various systems for the improvement and development of human resources
- Understand how the various training systems work in order to be able to design the appropriate human resources training system
- Understand the different payroll systems and pay scales
- Be able to understand the design of a performance management program
- Be able to understand the logic of the regulatory frameworks governing the rights and obligations of human resources

- Be able to understand the design of staff safety and health programs with emphasis on legislation and the development of a Health and Safety culture
- Understand the basic elements of professional development and the role of HRM in assisting the employee in this process

(3) COURSE CONTENT

Within the framework of the exMBA program, the course of Human Resources Management in Enterprises and Organizations aims to provide managers and employees of enterprises with the necessary tools and the required knowledge regarding the ways in which we "manage" the Human Resources of the Company or the Organization so that they are efficient - effective in the tasks - responsibilities they undertake and at the same time fully satisfied with their work and the working relationships that are formed in his workplace. In simple words, managers and employees of companies will develop systematic knowledge regarding the methods and techniques of effective management of Human Resources in order for them to be a key competitive advantage for the Company/Organization.

For modern enterprises / organizations the dimension of Effective HR Management is important for their smooth operation and business development. Effectiveness in the management of Human Resources depends on the scope of knowledge and the correct use, where appropriate, of the elements necessary for this difficult and arduous task. In Human Resources Management, parameters that require uneven skills - abilities such as planning actions and activities, planning of diverse activities, analysis and processing of diverse and contradictory information for decision making, systematic analysis and processing of data to predict the operation of the company / organization in the near future, implementation of actions to attract the most efficient human resources to the company, planning and It is understood that the field of Human Resources Management, which requires the acquisition of knowledge and the assimilation of skills - competencies in multidimensional and heterogeneous areas, requires appropriate adaptive education of those who are involved in (are or want to become specialists in) the specific field.

Following these clarifications, Human Resources Management could be defined as the function, within an organization / enterprise, of planning and implementing actions aimed at systematically maximizing the performance of employees through their continuous personal satisfaction and development. This definition demonstrates the complexity of the work to be carried out by those who take on the responsibility of managing human resources, whether in large or small companies.

The exMBA student will acquire the necessary knowledge and tools that will allow him/her to effectively manage all the necessary processes undertaken by the management of Human Resources Management. The course covers the concepts, principles, objectives and techniques of Human Resource Management by drawing on current theories and practices. Included are dimensions such as human resource management (HRM) strategy, performance management, the technique of job analysis and job description, the design and implementation of HR recruitment program, the effective integration of newcomers in the company, the improvement and development of HR, the evaluation of HR performance, the case-by-case efficient formulation of HR compensation and benefits framework, HR salary processing, the adaptation to the provisions of the relevant legislative and regulatory framework, and the implementation of actions for the health and safety of HR, etc.

(4) TEACHING and LEARNING METHODS - EVALUATION

METHOD OF DELIVERY <i>Face-to-face, Distance learning, etc.</i>	We will implement 1 lecture per week through distance learning. Apart from the theoretical part, there will be "tools" that, after being presented, students will be asked to apply them. In addition, students will present, at regular intervals, the individual activities they will undertake. Finally, a part of the meetings will be used for discussion and feedback either on theory or regarding the communication and relationship management tools with which the students will be fed each week.	
USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES <i>Use of ICT in Teaching, Laboratory Training, Communication with students</i>	Use of BigBlueButton E-Learning Software Learning Management Software (Moodle)	
ORGANIZATION OF TEACHING <i>The way and methods of teaching are described in detail.</i> <i>Lectures, Seminars, Laboratory Exercise, Field Exercise, Study & Analysis of Literature, Tutoring, Practical (Placement), Clinical Exercise, Artistic Workshop, Interactive teaching, Educational visits, Study visits, Project work, Writing papers / assignments, Artistic creation, etc.</i> <i>The student's hours of study for each learning activity and the hours of unguided study according to ECTS principles are indicated.</i>	Activity	Semester workload
	Introduction to Human Resource Management	Introduction to the dynamic environment of Strategic HR Management, Integrating HR in the strategic planning process. Intra-corporate "Transformation" of Staff and Structures, Enhancing Management Effectiveness. Linking HR Practices to Business Practice, Developing Partnership with Supervisors, The Dimension of Measuring the Results of HR Department's Actions. The Dynamic Environment of HRM. From HRM to People & Culture
	Performance Management	The philosophy and mentality of the performance management approach. The process of performance management. Agreements and Plans in performance management. Goal setting and performance measurement. Characteristics and Competency Analysis. Performance management through the year.
	Strategic planning of Human Resources Management	Strategic HR Planning, The Dynamics of Forecasting, Simple and Complex Mathematical Methods. Designing HR Programs, Managing Succession Planning and Career Change. Job Analysis - Job Description: Concepts, Methods, Procedures and Options
	Design and Implementation of Staff Selection 1	Methods of "Identifying" suitable candidates for jobs and the "Equal Opportunities Employment Dimension". Methods and Tools for Assessing Candidates for a Job. Formulation of the CV. Methods of formulating an effective CV. Analysis of the Tools (Tests) for Detecting the Intelligence and Personality of Candidates.

		Candidate's skills and abilities screening tests
	Design and Implementation of Staff Selection 2	Analysis of the Activated Mechanisms of Cognitive and Social Psychology during the Various Assessment Phases. Candidate Preparation. The interview and its various mechanisms. The executive selection centers. Special Issues in Staff Selection.
	Reception and Integration of Newcomers in the Company / Organization	Strategy and Methods of Integration of New Recruits in Enterprises / Organizations. Strategies and Approaches of Human Resources for the Improvement of Competitiveness
	Project Performance Evaluation and Motivation	The Project Performance Evaluation dimension and staff evaluation systems. The dimension of self-evaluation and self-determination of employee needs to maximize performance. Strategies and Methods for Activating the Employee Motivation Mechanism.
	Motivation and remuneration	Remuneration systems, remuneration and benefits incentives. Special Issues: Safety and Health, Wellbeing, HR Management in SMEs and Multinationals
	Human Resources and the Legislative Framework	The employment contract. The contract of employment. Permanent contract. Definite and indefinite duration. Employment relationship. Training. Limited freedom of contract. Standard qualifications. Prohibition of discrimination in the workplace. Forced recruitment. Obligations of the employee. Nature and scope of work, duty of obedience, duty of loyalty, diligence. Obligations of the employer. Wages, duty of care, equal treatment. Termination of a contract of employment for an indefinite period
	Special Contemporary Issues in Human Resources Management 1	Contemporary Issues and Problems in Career Management. Issues in Managing Human Resources Training and Education in New Technology. Management Systems of Delinquency Management in Enterprises/Organizations Code of Ethics and the role of HRM
	Special Contemporary Issues in Human Resources Management 2	Management of "Remaining" Personnel in Downsizing and Outsourcing Situations. Strategies for the Management of the Transfer of Family Problems in the Company / Organization. The HR "Management" Professional, Complexity of Roles and Capabilities: Partner, Catalyst, Controller, Strategic Decision Maker, Change Facilitator and Innovator,
	Ensuring a Healthy and Safe Working Environment	Health and Safety in the Workplace, Legislation, Health and Safety Culture, Contemporary Health and Safety Issues: Violence, Ergonomics, Smoking, Stress. The role of Mental Resilience

	<i>Lectures</i>	
	<i>Case study analysis</i>	
	<i>Study Hours</i>	
	Total Course	
STUDENT ASSESSMENT <i>Description of the evaluation process</i> <i>Language of Evaluation, Evaluation Methods, Formative or Inferential, Multiple Choice Test, Short Answer Questions, Test Development Questions, Problem Solving, Written Work, Report, Oral Examination, Public Presentation, Laboratory Work, Clinical Examination of a Patient, Artistic Interpretation, Other</i> <i>Explicitly identified assessment criteria are stated and if and where they are accessible to students.</i>		
• The evaluation is in Greek language • 2 assignments (30% of the final grade) • 1 Final Paper (70 % of the final grade) • Student presence in the lectures • Compliance with the timetable for the delivery of assignments/papers		

(5) RECOMMENDED LITERATURE

- Suggested Literature:

- Related scientific journals:

- **Vaxevanidou, M., Rekleitis, P.** (2008) Human Resources Management. Theory and Practice, Athens, Propombos Publications
- **DeCenzo D.A., Robbins S.P., Verhulst S.L.** (2015) Basic Principles of Human Resource Management, Athens, Utopia
- **Dessler G.** (2012) Human Resource Management. Basic Concepts and Modern Trends, Athens, Kritiki Publications
- **Iordanoglou D.** (2008) Human Resources Management in Modern Enterprises, Athens, Kritiki Publications
- **Noe R., Hollenbeck J., Gerhart B., Wright P.** (2006) Human Resource Management, vol. 1, Athens, Papazisis Publications
- **Papalexandri N., Bourantas D.** (2003) Human Resource Management, Athens, Benou Publications
- **Shaun T., York A.** (2004) Human Resources Management, Athens, Giourda & Co.
- **Chytiris L.** (2001) Human Resources Management, Athens, Interbooks

- Wayne M. R. (2011) Human Resources Management, Thessaloniki, Tziola Publications