

Course Unit Title:	Human Resource Management
Course Unit Code:	MGT240
Type of Course Unit: (Compulsory/Optional)	Compulsory
Level of Course Unit: (first, second or third cycle)	Bachelor (1 st Cycle)
Year of Study:	2
Semester when the unit is delivered:	4
Number of ECTS credits allocated:	5
Name of lecturer(s):	TBA
Learning Outcomes of the course unit:	
<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the link between HRM and the organization's strategy • Explain the basic concepts currently used in the practice of human resources and the need to design practices within the given legal environment • Analyze the practices of HRM in the business environment (planning, recruitment and selection, training and development, performance management, compensation and labour relations) • Work in teams • Demonstrate critical thinking with HRM problems. 	
Mode of Delivery:	Face- to- face
Prerequisites and co-requisites:	MGT 101
Recommended optional program components:	None
Course Contents:	
<p>Objective: To emphasize personnel and human resource management activities such as staffing, training and development, performance management, compensation and labour relations as an integrative relationship of people, jobs and organization. To enable the student to realize the importance of effective personnel and human resource management for organizational performance.</p>	

Description:

Introduction to Personnel and Human Resource Management: PHRM Functions and Activities; Objectives and Purposes of PHRM Functions and Activities; Relationships influencing PHRM Functions and Activities; PHRM Growing Importance; Trends in PHRM; Organizing the PHRM department; PHRM Jobs.

Human Resource Planning: Purpose and Importance of Human Resource Planning; the Human Resource Planning Process; Four phases of Human Resource Planning; Trends in HRP.

Job Analysis: Purposes and Importance of Job Analysis ; Legal Considerations in Job Analysis; Aspects of Job Analysis; Job Analysis Methods; International Concepts in Job Analysis; Trends in Job Analysis; Resource planning and job analysis.

Recruitment: Purposes and Importance of Recruitment; Relationships Influencing Recruitment; Legal considerations in Recruitment; Obtaining Job Applicants: Methods and Sources; Job Search from the Applicants' Perspective; Evaluating Job Offers; Increasing the Pool of Potentially Qualified Applicants; Trends in Recruitment.

Selection and Placement: Purposes and Importance of Selection and Placement; Relationships Influencing Selection and Placement; Legal Considerations in Selection and Placement; Considerations in Choosing Selection Techniques; Selection Techniques; Methods for Using Information for Selection and Placement Decisions; Trends in Selection and Placement; International Considerations and Comparisons in Staffing.

Performance Appraisal: Purpose and Importance of Performance Appraisal; Relationships Influencing Performance Appraisal; Legal Considerations in Performance Appraisal; Establishing Valid Performance Criteria and Standards; performance Appraisal as a System of Process and Procedures; Performance Appraisal Approaches; Biases Associated with Performance Judgement and Approaches to Appraisal Training; Assessing Appraisal Systems Effectiveness.

Utilizing the Performance Appraisal: Inherent Conflict in Performance Appraisal; Designing Appraisals for Maximum Results; the Performance Appraisal Interview; Diagnosing Performance; Trends in Performance Appraisal and Performance Improvement.

Total Compensation: What is Total Compensation? Purposes and Importance of Total Compensation; Relationships Influencing Total Compensation; Legal Considerations in Total Compensation; Determining the Relative Worth of Jobs, Issues in Wage and Salary Administration; Trends in Strategic Compensation.

Performance-Based Pay Systems: Types of Performance. Based Pay Systems; Purposes and Importance of Performance - Based Pay; Relationships Influencing performance - Based Pay; Merit Pay Plans; Incentive Pay Plans; Compensation for Special Groups; Trends in Performance - Based pay.

Indirect Compensation: What is Indirect Compensation? Purposes and Importance of Indirect Compensation; Relationships Influencing Indirect Compensation; Protection Programs; Paid Leave; Miscellaneous Benefits; Administrative Issues in Indirect Compensation; International Comparisons in Appraising and Compensating.

Training and Development: What is Training and Development; Purposes and Importance of Training and Development; Relationships Influencing Training and Development; Legal Considerations in Training and Development; Determining Training and Development Needs; Setting up Training and Development Programs; Maximizing Training Learning; Assessing Training and Development Programs; Trends in Training and Development; Expatriate Training and Development.

Quality of Work Life and Productivity: Purposes and Importance of QWL and Productivity; Relationships Influencing QWL and Productivity Improvement; Legal considerations QWL and Productivity; QWL Improvements Programs; Programs for Productivity Improvements; Trends in QWL and Productivity Improvement; International Comparisons.

Occupational Safety and Health: Purposes and Importance of Improving Occupational Safety and Health; Relationships Influencing Occupational Safety and Health; Legal Considerations of Occupational Safety and Health; Hazards to Occupational Safety and Health; Strategies to Improve Occupational Safety and Health; International Health and Safety Issues.

Employee Rights: Purpose and Importance of Employee Rights; Relationships Influencing Employee Rights; Legal Considerations in Employee Rights; Strategies for Job Security; Strategies for Job Security; Strategies for Employee Rights on the Job; Trends in Employee Rights.

Unionization and Collective Bargaining: Purposes and Importance of Unionization; Relationships Influencing the Unionization of Employees; Legal Considerations in the Unionization of Employees; Trends in Unionization of Employees; Collective Bargaining; Negotiating the Agreement; Conflict Resolution; Contract Administration; Public-sector Collective Bargaining; Trends in Unionization and Collective Bargaining; International Comparisons.

Motivation: Purposes and Importance of Work motivation; Relationships Influencing Work Motivation; the Meaning of Motivation; Classification of Motives; Work-Motivation Approaches. Theories; Process (cognitive) Theories; Application Areas for Work-motivation: Job Design; Goal Setting; Participation.

Recent developments and contemporary issues pertaining to the subject-matter of the course.

**Recommended or
Required Reading:**

Noe, R. Hollenbeck., J. R. Gerhart, : HUMAN RESOURCE MANAGEMENT: B. B. & Wright, P. M. Gaining a Competitive advantage, Latest Edition New York: McGraw Hill

Derek Torrington, Stephen Taylor, Laura Hall : Human Resource Management, latest edition, Prentice Hall, Pearson Education

Tom Redman : Contemporary Human Resource Management: Text and Cases, latest edition, Prentice Hall

Journal of Human Resources : Sloan Management Review, Harvard Business Review, Academy of Management

Flippo, E.B.: PERSONNEL MANAGEMENT, McGraw Hill

Werther/Davir : PERSONNEL MANAGEMENT AND HUMAN RESOURCES, McGraw Hill

Strauss/Sayles : MANAGING HUMAN RESOURCES
Prentice Hall

Jane, B.M. : PERSONNEL MANAGEMENT, MacDonald and Evans

Middlemist/Hith/Greer : PERSONNEL MANAGEMENT: JOBS, PEOPLE AND LOGIC, Prentice Hall

Robbins, S.P. : PERSONNEL: THE MANAGEMENT OF HUMAN RESOURCES, Prentice Hall

Schuler/Haber : PERSONNEL AND HUMAN RESOURCE MANAGEMENT, West Publishing Company

Wendell French : HUMAN RESOURCE MANAGEMENT
Houghton Mifflin

Journals and Magazines:
HARVARD BUSINESS REVIEW
ACADEMY OF MANAGEMENT
SLOAN MANAGEMENT REVIEW
JOURNAL OF HUMAN RESOURCES
ORGANISATIONAL DYNAMICS

Planned learning activities and teaching methods:	Class Instruction Consultation <table border="1" data-bbox="1036 243 1273 357"> <tr> <td data-bbox="1036 243 1273 300">42 Hours</td> </tr> <tr> <td data-bbox="1036 300 1273 357">15 Hours</td> </tr> </table>	42 Hours	15 Hours						
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Assessment methods and criteria:	<table border="1" data-bbox="634 411 1395 562"> <tr> <td data-bbox="634 411 1166 447">Examinations</td> <td data-bbox="1166 411 1395 447">70%</td> </tr> <tr> <td data-bbox="634 447 1166 483">Term Paper / Cases</td> <td data-bbox="1166 447 1395 483">20%</td> </tr> <tr> <td data-bbox="634 483 1166 518">Class Participation</td> <td data-bbox="1166 483 1395 518">10%</td> </tr> <tr> <td data-bbox="634 518 1166 554"></td> <td data-bbox="1166 518 1395 554">100%</td> </tr> </table>	Examinations	70%	Term Paper / Cases	20%	Class Participation	10%		100%
Examinations	70%								
Term Paper / Cases	20%								
Class Participation	10%								
	100%								
Language of Instruction:	English								
Work Placement(s):	No								
Place of Teaching:	Regular Classroom European University Cyprus, Nicosia								