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***Human Resource Management***  
**Prof. Th. Katsanevas - Dr. S. Hadjidema**

**Syllabus & Notes**

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***HRM Philosophy***

“A series of activities which first enables working people and the organisation which uses their skills to agree about the objectives and nature of their working relationship, and secondly, ensures that the agreement is fulfilled” (Torrington, Hall, Taylor 2002).

***Course Description***

This module looks closely at the Human Resource function and the range of activities that constitute the practice of Personnel/Human Resource Management (HRM). It examines how the HR function is seeking to contribute “added value” to organizations by embracing concepts such as employee commitment, culture change, teamwork, knowledge management and learning organization initiatives. It also outlines the philosophical and ideological background to these developments and the likelihood they will deliver real value to organizations.

***Course Learning Objectives***

The aims of the module are assist human professionals to:

- Understand what is considered to be within the scope of a “Human Resource Management” approach.

- Understand the social and historical context of the development of these practices.
- Critically analyse the impact of these practices in their own organisation.
- Develop a wide range of professional skills.
- Encourage an independent assessment of issues and critical self-awareness.
- Become familiar with various approaches to the management of HR adopted by various companies.
- Develop the necessary understanding to make a strategic contribution within the HR function of an organisation.
- Equip themselves for a career that ideally will take them right to the top the HR profession.

## ***Learning Outcomes***

On successful completion of this module, students will be able to:

- Apply a critical understanding of strategic human resource management within an organisational setting.
- Devise effective and appropriate human resource strategies.
- Critically analyse the concept of the high commitment workforce model.
- Understand the changing conceptions of teamwork, organisational learning, culture and psychological contracts.
- Use conceptual frameworks to develop and enhance the role played by the HR department within an organisation.

# ***Teaching and Learning Strategy***

## ***Teaching and Learning***

Formal class time will be used to introduce topics and generate debate around the key issues. A participative approach to teaching and learning will be adopted. Teaching sessions will make use of case studies, small and large group discussions, class exercises, analysis of students' own organisational contexts and presentations.

## ***Materials***

Teaching will be supported by module materials and OHP slides. Learning will be supported by a recommended text, handouts, directed reading articles, books and on-line publications.

## ***Class Projects & Assignments***

The course will include assignments and group presentations. All assignments (case analyses and presentation, essays, group exercises, etc.) will be provided at the beginning of the class and will be due within the time period the class is taking place (except the final project which will be due a few days after the class is over).

Each day of class will have 2 different sessions. The first session (18.00 – 19:15) will include lectures and coverage of class material while the later session (19:45 – 21:00) will consist of cases, in-class exercises, discussions and possible presentations. The final grading scheme based on the projects available will be announced at the beginning of class.

## ***Grading Policy***

I. Attendance, Class Assignments & Participation (Individual)	30%
II. Final Class Project (Group)	20%
III. Examination	50%

# **Bibliography**

## **Texts, Readings & Handouts**

- Torrington D, Hall L, Taylor S., **Human Resource Management**, 6<sup>th</sup> edition, Prentice Hall, 2005. # **Required Text** #
- Armstrong M., **Strategic Human Resource Management: A Guide to Action**, Kogan Page, London, 2000. # **Optional Text** #
- *Additional Articles, Readings and Cases* will be used in class as vehicles for discussion.

## **Recommended (Additional) Class Resources**

*(Optional references to complement class material and learning)*

- Foot M., Hook C., **Introducing Human Resource Management**, 4<sup>th</sup> ed., Prentice Hall, 2005.
- Dessler G., **Human Resource Management**, 10<sup>th</sup> ed., Prentice Hall, 2005.
- Loepold J., Harris L., Watson T., **The Strategic Managing of Human Resources**, Prentice Hall, 2005.
- Dessler G., **Framework for Human Resource Management**, 3<sup>rd</sup> ed., Prentice Hall, 2004.
- Gomez-Mejia L., Balkin D., Cardy R., **Managing Human Resources**, 4<sup>th</sup> ed., Prentice Hall, 2004.
- Bratton J., Gold J., **Human Resource Management, Theory and Practice**, Palgrave, U.K., 2003.
- Greer C., **Strategic Human Resource Management: A General Managerial Approach**, 2<sup>nd</sup> ed., Prentice Hall, 2001.
- Bach and Sisson, **Human Resource Management**, Blackwell, 2000.
- Beardwell I., Holden L., **Human Resource Management**, Pitman, 1997.
- Παπαλεξανδρή Ν., Μπουραντάς Δ., **Διοίκηση Ανθρωπίνων Πόρων**, Εκδόσεις Μπένου, Αθήνα, 2002.
- Τερζίδης Κ., Τζωρτζάκης Κ., **Διοίκηση Ανθρωπίνων Πόρων**, Εκδόσεις Rosili, Αθήνα, 2004.
- Χυτήρης Λ., **Διοίκηση Ανθρωπίνων Πόρων**, Εκδόσεις Interbooks, Αθήνα, 2001.

□ Σκουλάς Ν., Οικονομάκη Κ., **Διαχείριση και Ανάπτυξη Ανθρώπινων Πόρων**, Εκδόσεις Κάππα, Αθήνα, 1998.

□ Κατσανέβας Θ., **Οικονομική της Εργασίας και Εργασιακές Σχέσεις**, Εκδόσεις Σταμούλη, Αθήνα, 2000.

## **Websites**

[www.rec.uk.com](http://www.rec.uk.com)

[www.redundancyhelp.co.uk](http://www.redundancyhelp.co.uk)

[www.cipd.co.uk](http://www.cipd.co.uk)

# Course Outline

<b>Week I: Overview</b>	<i>Hand in Exercises 1 &amp; 2</i>
<b>Week II: Basic Concepts of HRM</b>	<i>Exercise 1 (A quiet revolution in HRM)</i>
<b>Week III: Capabilities and Resources</b>	<i>Exercise 2 (Thriving on the Chaos of the future)</i>
	<i>Hand in Case Studies 1, 2 &amp; 5</i>
<b>Week IV: Organisational Design</b>	<i>Case Studies 1 &amp; 2</i> <i>Hand in <b>Practical Work Definition</b></i>
<b>Week V: Planning: Jobs &amp; People</b>	<i>Case Study 5</i> <i>Hand in Case Studies 3, 4 &amp; 6</i>
<b>Week VI: Recruitment</b>	<i>Case Studies 3 &amp; 4</i>
<b>Week VII: Selection</b>	<i>Case Study 6</i> <b><i>Role Play Exercises 1 &amp; 2</i></b> <i>Hand in Case Studies (Lies, dammed lies and creative CVs</i> <i>&amp; The generation game)</i>
<b>Week VIII: Guest Speaker</b>	
<b>Week IX: Learning &amp; Development</b>	<i>Case Study (Lies, dammed lies and creative CVs)</i> <i>Case Study (The generation game)</i>
<b>Week X: Individual Performance</b>	<b><i>Role Play Exercise 3</i></b> <i>Hand in Case Study 7</i>
<b>Week XI: Performance Management</b>	<i>Case Study 7</i> <b><i>Payment Policy</i></b> <b><i>Role Play Exercises 3 &amp; 4</i></b>
<b>Week XII: Guest Speaker</b>	

**THIS SYLLABUS IS TENTATIVE & SUBJECT TO CHANGE  
ALL CHANGES WILL BE ANNOUNCED IN CLASS**