

UNIVERSITY  
of PIRAEUS



M.Sc. Program  
Economic & Business  
Strategy

ΤΜΗΜΑ ΟΙΚΟΝΟΜΙΚΗΣ ΕΠΙΣΤΗΜΗΣ

ΠΡΟΓΡΑΜΜΑ ΜΕΤΑΠΤΥΧΙΑΚΩΝ ΣΠΟΥΔΩΝ

ΟΙΚΟΝΟΜΙΚΗ ΚΑΙ ΕΠΙΧΕΙΡΗΣΙΑΚΗ ΣΤΡΑΤΗΓΙΚΗ

2001-2021

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# HUMAN RESOURCES MANAGEMENT



## Course Philosophy & Learning Objectives

In a rapidly changing competitive VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) business environment, human resources are one of the most important sources of business competitive advantage.

Strategic Human Resource focuses on building an effective organizational design, culture, and strategy, as they relate to human capital, helping the organization achieve its strategic goals, sustainable growth, and innovation. It means being future-oriented and, according to the Society for Human Resources Management, «Developing and implementing programs that solve business problems and directly contribute to major long-term business objectives.»

By the end of the Strategic Human Resource Management course, students will be able to:

- Understand the principles of HRM and its continued influence in the contemporary workplace
- Evaluate the efficacy of various HR functions, such as Talent Acquisition, Talent Management, Performance Management, Rewards, Organizational Effectiveness, etc
- Discuss the various ways in which the management of people might impact the way in which people behave at work
- Evaluate the maturity level of HRM within their workplace in terms of its impact on adding competitive advantage

## Text, Readings & Handouts

- Course handouts & Notes will be provided.

## Teaching Philosophy

The course will be implemented using an action learning approach, putting the theory in real working environments and situations. Through this approach, students learn by tackling practical examples helping them to increase their impact as transformational leaders.

Case studies, field studies, assignments, small and large group discussions, class exercises, analysis of students' own organizational contexts, and presentations will be part of the Learning approach as well.

## Modules

### I. Human Resource Management in modern business environment

The purpose of the module is to introduce the modern way of approaching HR strategy and human Capital in companies.

The course aims to address:

- What is Strategic HR and what are the challenges in our modern business
- The trends shaping the modern work environment
- The importance of the strategic alignment of the HRM in the business.
- Develop and Sustain business Competitive advantage through HRM
- How to plan, evaluate and implement a Human Resource Strategy that supports the overall business strategy

### II. Leverage company's Culture as a Strategic Competitive Advantage

World-class organizations have long recognized the powerful influence their cultures have on the performance of their people, and the performance of their companies in total. They are amazingly intentional about how they create and drive the culture they want for sustainable growth and performance.

During this course students will be in position to define:

- The elements needed to build a company's culture
- The difference between a good culture and a high-performance culture
- What it takes to build a high-performance culture,
- The current culture of an organization vs the desired one and build action to bridge the gaps

This is not a theoretical course about the importance of creating a business culture. Rather, it's a practical, actionable course designed to give students the tools to leverage their corporate culture as a distinct competitive advantage.

### III. **Leading Change in a VUCA business world**

Change management is top competency for future leaders. Students will learn how to effectively lead during organizational change under VUCA conditions. They will come across with ADKAR model to ensure they will be an effective leader in these increasingly frequent VUCA situations.

The course aims to address:

- The changing demands of leadership in a VUCA world
- The style of leadership needed to lead through change and uncertainty
- How to overcome the challenges of resistance to change and getting buy-in
- How to create and maintain a strong leadership position when the future is uncertain
- The importance of maintaining a strong people focus during change, and how to do that
- How to maintain engagement and motivation during complex adaptive change

### IV. **Talent Acquisition and Talent Management for sustainable growth**

Talent Acquisition and Talent Management are top priorities in Human Resources Management.

During this course, students will be familiar with the Talent Acquisition Challenges such as:

- Build a strong employer brand to attract the right candidates
- Develop and Implement CBI interviews and other selection tools
- Proactively build applicant pipelines to meet current and future business needs
- The value of Candidate Relationship Management (CRM) & Employee Referrals
- Data-Driven Recruiting and HR Analytics

In terms of Talent Management, students will learn how to:

- Identify internal candidates to fill key positions (potential vs performance)
- Increase retention rates through employee career-pathing
- Coach and develop employees to help them achieve their full potential

### V. **Learning & Development – building a bulletproof organization**

Learning and development (L&D) is one of the core areas of Human Resource Management. In this course, participants will acquire a comprehensive view of L&D Tools and philosophy.

The course aims to address:

- What is learning and development
- How to create learning and development strategies
- Methods and Tools of L&D
- How to evaluate L&D effectiveness

## VI. Performance Management for Leaders

Performance Management for Leaders introduces how leaders should work with employees to align their goals with the company's goals. In this course, participants will learn to set SMART goals and coach for excellent performance. They will practice on having constructive conversations with employees and how to support employees' development

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- Identify and define employee's goals to create alignment with company objectives (OKRs and Performance Management)
- Create effective Individual Development Plans (IDPs) with employees that support their goals, potential and career aspirations
- Constructively assess employees' performance with action plans for future goals and targets
- Manage different levels of performance from employees to promote positive momentum within the work environment
- Give and receive feedback to promote improvement and workplace

This course is also full of examples and activities that allow students to practice what they are learning. They will assess the performance management of a company and present findings

## VII. Building Effective Employee Rewards and Recognition Programs

Total Rewards comprise compensation, benefits and, intangible benefits such as training, career progression etc. It encompasses all that the employee perceives to be of value resulting from the employment relationship.

This course is focused on helping students acquire the foundational skills required to build competence in the specialist area of Compensation & Benefits function. It is believed that how organizations reward their employees is imperative to how they can attract, retain, and motivate talents within the organization.

Company rewards course will cover the following modules:

- Elements of Total Rewards schemes
- Pay Structure and total company payroll cost
- Job Analysis and Job Description
- Job Evaluation
- Salary Survey
- Reward Strategy for external and internal equity

## VIII. Organization Design for excellent performance

Organization Design is not only about company structures, Organization charts and hierarchies, Spans and layers, as well as Reporting structures. Organization Design is how to organize your company for faster growth, better decision making, and greater efficiency.

Students will gain a solid foundation in organization design, so they can learn how to build a high-performing organization that thrives in a complex business environment.

In this course, we share a practical approach to organization design, providing students with a complete overview of the core models, methods, and tools used by organization design practitioners.

The organization Design module will cover the following areas

- How organization design relates to strategy and talent
- Setting the design criteria for Organization Structure
- Assessing organization gaps and strengths
- Drawing organization models
- Agile teams

#### **IX. Building and data-driven HR through Analytics**

This course takes a strategic approach on how organizations use HR data to drive business. Emphasis will be placed on the selection and implementation of those HR metrics that align with the organization's strategy.

The course develops the desired data quality characteristics and prepares students to set up company's hr metrics for sustainable growth