

Course Title	Management of Human Talent			
Course Code	MBA 607			
Course Type	COMPULSORY			
Level	MASTER			
Year / Semester	Year 2 / Semester 5 or 6			
Teacher's Name	Annabel Droussiotis			
ECTS	6	Lectures / week	3	Laboratories / week
Course Purpose and Objectives	<p>An analysis of the world's most admired companies highlights that one of the few ways organizations can gain long-term, sustainable competitive advantage, is the effective acquisition and management of people. This course provides an overview of how management can achieve such an advantage through human resource management (HRM). HRM is a fundamental component of the competitiveness, effectiveness and sustainability of any organization. It influences who is hired, how they are trained, evaluated and compensated, as well as how best to retain them. In turn, HRM plays a critical role in predicting employees' behaviour, attitudes and performance. Increasingly, the task of managing and developing people is shared between human resources and general managers. Throughout the course, the focus will be on the role of managers and how they can develop and implement effective and efficient human resource practices (e.g., selection, evaluation, compensation) that support the strategic objectives of their organizations.</p>			
Learning Outcomes	<p>On completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • understand the key human resource practices in contemporary organizations; • develop critical thinking skills by analysing how human resource practices can support a firm's strategic objectives and enhance long-term firm performance; • understand and apply the basic human resource practices to their jobs, organisations and careers • develop their skills in problem solving and analysis, written and oral communication and teamwork. 			
Prerequisites	ALL COMPULSORY COURSES	Required		

Course Content

Strategic and International HRM

- Definition and philosophy of HRM; HRM roles
- Organising the HR function
- Strategic HRM and organisational performance
- Globalisation and HRM

HR Planning and the Hiring Process

- Workforce planning
- Job analysis
- Recruitment methods
- Assessment and selecting people
- Selection and placement
- Ethical and legal issues in recruitment and selection

Employer Branding and Employee Development

- Employer branding
- Learning
- Formal and informal learning and training methods
- Training cycle

Performance Management Systems

- Performance management
- Performance appraisals methods
- Strategic and total reward
- Developing reward systems and structures

Employee Relations, Health and Safety

- Definition of employment relations
- Trade unions and legislation
- Collective bargaining
- Physical and psychological health at the workplace

Employee Well-being

- High performance work systems and employee engagement
- Work intensification
- Employment contracts and job insecurity
- Downsizing
- Diversity and equality

HRM in the not-for-profit sector and in SMEs

- Distinguishing the private, public and not-for-profit sectors
- HRM similarities, differences and challenges across sectors
- Nature and challenges of HRM in SMEs

Teaching Methodology	<ul style="list-style-type: none"> • In-class discussion, exercises and case-studies • Group presentations • Discussion of contemporary HRM issues • Lecture notes • Related journal articles • Multi-media and video 						
Bibliography	<p>Books</p> <ul style="list-style-type: none"> • Dessler (2017). Human Resource Management, Global edition (15th ed.). Pearson. • Crawshaw, Budhwar & Davis (2017). Human Resource Management: Strategic and International Perspectives (2nd edition). SAGE. • Selected cases studies 						
Assessment	<table border="0"> <tr> <td>Individual applied project</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Group project and presentation</td> <td style="text-align: right;">35%</td> </tr> <tr> <td>Individual final exam</td> <td style="text-align: right;">45%</td> </tr> </table>	Individual applied project	20%	Group project and presentation	35%	Individual final exam	45%
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Language	English						