

ΟΙΚΟΝΟΜΙΚΟ  
ΠΑΝΕΠΙΣΤΗΜΙΟ  
ΑΘΗΝΩΝ



ATHENS UNIVERSITY  
OF ECONOMICS  
AND BUSINESS

ΣΧΟΛΗ  
ΟΙΚΟΝΟΜΙΚΗΣ  
ΕΚΠΑΙΔΕΥΣΗΣ  
ΚΑΙ  
ΕΠΙΧΕΙΡΗΣΙΑΚΗΣ  
ΔΙΟΙΚΗΣΗΣ

ΕΠΙΧΕΙΡΗΣΙΑΚΟ ΜΕΤΑΠΤΥΧΙΑΚΟ  
ΠΡΟΓΡΑΜΜΑ ΔΙΟΙΚΗΣΗΣ  
ΠΡΟΣΩΠΙΚΟΥ  
(M.Sc. HUMAN RESOURCE  
MANAGEMENT)



**MASTER OF SCIENCE IN  
HUMAN RESOURCE MANAGEMENT  
Program Brochure**

[www.hrm.aueb.gr](http://www.hrm.aueb.gr)

***NAME AND AFFILIATION***

The MSc in Human Resource Management is offered by the Athens University of Economics and Business.

***ACCREDITING BODY***

The MSc in Human Resource Management is accredited by the Athens University of Economics and Business (AUEB), which is a state owned and state funded University supervised by the Greek Ministry of Education, with its operations accredited at the National level by the National Independent Authority for Quality Control in Higher Education.

***OVERALL OBJECTIVES OF THE PROGRAM***

The scope of the Program is to develop the theoretical and cognitive background of the participating students, most of whom already hold managerial positions, in the strategic and developmental roles of HRM, so that they can cope effectively with HR challenges. The Program aims at providing participants with the basic methods and tools which are useful in order to face complex HR issues to assess current trends and new approaches. The Program's main objective is to develop competencies in handling the different HR functions and systems, as well as leadership and strategic abilities, which are necessary to both HRM managers and executives in various organizational functions who are expected to participate in HR decisions.

***STRUCTURE OF THE PROGRAM***

The Program is offered in two sections: Full time section for students who have recently graduated and are not yet working and part-time section for students who are working, mostly in HR departments or at a aiming at career in HR.

### **Full-Time Program**

Lectures of the Full-Time Program are given daily. The whole duration is 18 months, starting in October for students with an Economic Business background and in September (one month earlier) for students from other disciplines who attend two preliminary courses.

### **Preliminary Courses**

BUSINESS FINANCE FOR HR MANAGERS  
ACCOUNTING PRINCIPLES FOR HR MANAGERS

### **1st Term**

STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
LABOUR RELATIONS, NEGOTIATION AND LABOUR LAW  
ORGANISATIONAL PSYCHOLOGY AND BEHAVIOUR  
RESEARCH METHODOLOGY AND QUANTITATIVE METHODS  
COMMUNICATION AND CRISIS MANAGEMENT  
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

### **2nd Term**

WORKSHOP IN HUMAN RESOURCE INFORMATION SYSTEMS  
WORKSHOP IN STATISTICAL PACKAGES  
HR PLANNING AND TALENT MANAGEMENT  
CHANGE AND QUALITY MANAGEMENT  
TRAINING AND DEVELOPMENT

### **3rd Term**

DIVERSITY MANAGEMENT AND INTERNAL CONSULTING  
RECRUITMENT AND SELECTION  
PERFORMANCE MANAGEMENT AND EVALUATION  
HR METRICS AND OUTSOURCING  
EMPLOYEE REWARD SYSTEMS

MASTER'S DISSERTATION (equivalent to 3 courses)

### **Part-Time Program**

Lectures of the Part -Time Program are offered in the evening, twice a week. The whole duration is 24 months, starting in October for students with an Economic Business background and in September (one month earlier) for students from other disciplines who attend two preliminary courses. Students can then choose between 3 Elective Courses or a Master's dissertation.

### **Preliminary Courses**

BUSINESS FINANCE FOR HR MANAGERS  
ACCOUNTING PRINCIPLES FOR HR MANAGERS

### **1st Term**

STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
ORGANISATIONAL PSYCHOLOGY AND BEHAVIOUR

### **2nd Term**

LABOUR RELATIONS, NEGOTIATION AND LABOUR LAW  
HR PLANNING AND TALENT MANAGEMENT  
WORKSHOP IN HUMAN RESOURCE INFORMATION SYSTEMS

### **3rd Term**

RECRUITMENT AND SELECTION  
TRAINING & DEVELOPMENT

### **4th Term**

RESEARCH METHODOLOGY AND QUANTITATIVE METHODS  
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

### **5th Term**

PERFORMANCE MANAGEMENT AND EVALUATION  
EMPLOYEE REWARD SYSTEMS

### **6th Term**

CHANGE AND QUALITY MANAGEMENT  
COMMUNICATION AND CRISIS MANAGEMENT

### **7th Term**

DIVERSITY MANAGEMENT AND INTERNAL CONSULTING  
HR METRICS AND OUTSOURCING

### **8th Term (Master's Dissertation or the following Elective Courses)**

ENTREPRENEURSHIP  
TOTAL QUALITY MANAGEMENT  
SPECIAL HR ISSUES

## ***COURSES OF THE PROGRAM***

The courses taught during the Program can be classified into three categories:

Preliminary courses for students without an economics/business background to help them in understanding the business environment where HRM takes place

Business Core courses which support the strategic and developmental role of HRM and its need to create synergies with other departments within the firm (Change Management, Negotiations, Internal Communication, Corporate Social Responsibility, Crisis Management, Total Quality Management)

HR specific courses which cover basic HRM functions (HR Planning & Recruitment, Training & Development, Employee Selection, Performance Management, Employee Reward Systems).

## ***COURSE DESCRIPTION***

### PRELIMINARY COURSES

#### **1. Accounting Principles for HR Managers**

The course of Accounting aims at providing introductory knowledge regarding the basic principles governing financial accounting and financial statement analysis.

During the lectures the following subject are discussed: Content of published Financial Statements (Balance Sheet-Profit and Loss Account), Basic accounting Elements (Total Assets, Total Liabilities, Equity, Revenues, Expenses), Greek Accounting Standards, International Accounting Standards, Financial statement analysis methods (Vertical Analysis, Trend Analysis), Use of financial ratios to assess financial performance (Profitability ratios, Activity ratios etc.)

#### **2. Business Finance for HR Managers**

The aim of the course is to help students comprehend the function and the characteristics of the labour market following a brief introduction to the Science of Economics and the basic principles of Micro and Macroeconomics. The impact of labour cost and the conditions influencing supply and demand will be discussed together with types of unemployment and the role of personnel in raising the competitiveness of firms.

### BUSINESS CORE COURSES

#### **3. Organisational Psychology**

Organisational Psychology examines the relation of a person with his/her job and with other persons in the workspace. This course provides an introduction to the discipline of Organisational Psychology. Students at the end of the course will be able

to use models, concepts and practical applications of Organisational Psychology and will develop a systematic understanding of the main aspects of the behavior of people and organisations and its impact on organizational performance.

#### **4. Research Methodology & Quantitative Methods**

Managers need to conduct scientific research if they require information and understanding to assist them in their decision-making. The objective of the course is to introduce students to the basic concepts of research methodology and to modern methods of data analysis, as used in today's business environment and provide the general framework of quantitative methods and their application in business analysis and business decision.

It will help students who do not necessarily have a mathematical background to understand how a research is designed and how statistical tools and techniques are applied. It provides students with an overview of data selection, descriptive statistics, sampling techniques, estimation methods, inferential tools and association analysis. Throughout the course emphasis is placed on specific examples and case studies as well as in the use of relevant software (MS Excel, SPSS, etc.) in the analysis of real data sets.

#### **5. Communication & Crisis Management**

Communication at a corporate level aims at establishing and enhancing a two way communication between organizations and the various publics with which they interact.

HR Professionals are often asked to collaborate with communication or PR specialists in order to communicate with various groups. The objective of the course is to clarify the concept of Corporate Communication or Public Relations function in organisations and to introduce the role and the major responsibilities of communication professionals particularly in various aspects of internal communication. To that end we will examine the planning and the implementation of various techniques of internal communication, such as team meetings, opinion research of employees, employee surveys etc.

Moreover, the students will be able to discuss the mechanisms of influence, mobilisation and manifestation of public opinion and to draft and implement a communication campaign. The course also examines contemporary theories and practice in preventing and managing crisis with emphasis on the role of the HR department.

#### **6. Quality Management**

The course of Quality Management introduces participants to the fundamentals of Total Quality and continuous improvement as a framework for business excellence and enhanced competitiveness. The quality of goods, services and processes offered is of major concern to all organizations, and a key to competitive advantage.

Topics covered in the course include: Fundamentals and basic building blocks of Quality Management and Total Quality Management, statistical, tools and methods

for improving quality and productivity, overview of quality standards, excellence frameworks such as ISO 9000 and EFQM, organizational and human aspects of quality management, and quality strategy. Furthermore standards of workplace health and security will be examined.

Students will learn how to develop and implement a TQM program, to diagnose and prioritize quality problems and deepen into human resource management practices of quality.

## **7. Entrepreneurship**

Objectives of the course are to provide students with critical tools to sharpen their understanding of key issues in new business development. It aims at qualified graduates from various disciplines with a strong desire to set up their own business, either in HR services or any other field.

The course consists of a mixture of topics in entrepreneurship, finance and general management. The syllabus includes entrepreneurship and the entrepreneurial process, the entrepreneur's environment, strategy, strategic marketing management, business finance and accounting, how to develop a business plan, SWOT analysis, use of international statistics to estimate the size of the market and an up to 10,000 word dissertation on a new business project which provides an opportunity for students to investigate in greater detail the steps of setting up their own business.

## **HR-SPECIFIC COURSES**

### **1. Strategic & International HRM**

This course aims at presenting the theoretical framework of Strategic HRM and International HRM. After the completion of the course, participants will be able to understand and interpret:

- The strategic importance and the role of the HR function in an international modern organization operating in a global environment.
- Current trends in strategic HRM.
- The importance of strategic fit for an organization.
- Ways of organising HRM in an international firm.
- The impact of globalisation on firms and the HR function.

### **2. Organizational Behaviour**

Organisational Behaviour, along with its main topics of Group Dynamics, Motivation, Decision Making and Management Communications is necessary to understand and manage people's behaviours as individuals or team members. It is, therefore fundamental to the understanding of HRM in general. Leadership competencies, in particular, constitute indispensable attributes of HR managers, who need to exercise influence over line managers and employees without holding any line power.

Emphasis will be given to the design and management of internal communication Programs, as well as upwards and downwards communication enforcement.

### **3. Labour Relations-Negotiations and Labour Law**

The aim of the course is to offer basic knowledge of labour law useful to firm executives, with a focus on critical aspects of modern labour relations.

The course also aims at providing the knowledge and developing competencies for the handling of all types of collective bargaining. The above knowledge includes the theoretical framework of collective labour disputes, the illustration of the current situation and the necessary legal insight. The development of the students' competencies is achieved through the critical analysis of various case studies that refer to the primary and secondary level of collective negotiations.

Finally, the course offers theoretical and practical knowledge which will help students in handling conflict and improving their negotiation skills.

Many role playing exercises will take apart which will help students understand in depth the theoretical approaches and develop their negotiating skills with an emphasis on conflicts in the area of human resources.

### **4. HR Planning & Talent Management**

The aim of the course is to explain the basic elements of HR planning and career development, and to present the tools available for these processes. After the completion of the course, participants will be able to:

- identify the elements of job design and job analysis, as they form the basis of any HRM system;
- interpret the importance of talent management for the modern organizational environment;
- schedule their own career plan and locate not only their responsibility in developing their career, but also their role as HR experts in the career development of employees;
- understand and use a competency framework.

### **5. Employee Recruitment & Selection**

The main objective of this course is to provide students with a thorough understanding of personnel recruitment and selection in organizations. The different stages and approaches in personnel selection are analyzed, starting from the screening interview to the finalization of short-listed candidates and the job offer. Using case studies, role playing, and selected videos the different constructs,



methods and tools that an HRM department may apply in employee selection are analyzed and discussed in order to assist the students with their familiarization and critical evaluation of these techniques and methods.

## **6. Training & Development**

The main objectives of the course are to analyse elements and processes of personnel development and factors that should be taken into consideration when training and development policies are designed. Students will be taught about the development of learning theories as a base for educational interventions, the role of training organizations and various types and opportunities for continuous development, learning and other training activities. Finally cases and practical applications of planning, organization, realization and evaluation of educational programs will be discussed.

## **7. Performance Management and Evaluation**

The course aims at analyzing how performance measurement and management can be applied in organizations. In this context, the different facets and tools for performance appraisal are analyzed, along with the importance of performance management for contemporary organizations. Furthermore, appropriate methodologies and contemporary tools for performance appraisal and management that the HR manager will have to design and implement are presented and analyzed, including the link of performance management with other HR functions. Finally, the course aims to present a critical perspective on all concepts and tools related to performance management.

## **8. Employee Reward Systems**

The Course comprises 5 Units. Participants will cover the following major areas which constitute the broad objectives of Reward Management – Reward Strategy, Role Clarification, Job Evaluation and Measurement, Market Analysis, Reward Structures, Performance and Pay, Incentives and Salary Administration.

## **9. Change Management**

The concept of change is not a new one. Indeed change has always been recognised as necessary and inherent to all aspects of life. However the last decade has, for most organisations, been a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Coping with change has become another element in organisations' battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this course is to provide an understanding of the change management process and to present a framework for managing change.

## **10. Business Ethics and CSR**

The relevant concepts of Business Ethics and corporate Social Responsibility (CSR) will be discussed together with the role of HR in establishing and implementing codes of Ethics and involving employees in CSR through voluntary work for the benefit of the community and the environment. Activities promoting workforce well-being will be analysed together with the role of communication in promoting both principles of business ethics and participating in CSR activities.

## **11. HR Information Systems**

The course has three main targets: To explain the basic notions of information technology and information systems necessary for an executive. To examine and develop the main aspects of involvement that an executive of Human Resource Management can have regarding the choice and development of a Human Resource Information Systems (HRIS). Finally to examine the various applications of HRIS and the possibilities that these offer to HR executives as well as to the rest of the executive staff and employees of the firm.

## **12. HR Metrics & Outsourcing**

In this course, we take a strategic view of an organization's use of HR data and its measurement systems. The course prepares students to determine the HR metrics that align with a company's strategic goals. It explains the characteristics of high

quality data and equips them to find and collect that data, inside or outside their organization.

It provides an introduction to common analysis techniques and some mistakes to avoid when interpreting data, or when assessing reports and interpretations offered by others. Much emphasis will be given on critically evaluating the results of data collection and analysis and on communicating the findings in a compelling manner so that improvements are brought about.

Particular emphasis will be given to the dynamics, opportunities and threats of outsourcing relationships and the role of metrics in improving the outcomes of outsourcing for both parties of the agreement.

### **13. Diversity Management**

The primary aim of the course is to develop students' competencies associated with managing a workforce characterized by diversity in age, gender, race, religion, disability, and sexual orientation. The course endeavours to combine academic and research rigour with a practical focus on promoting equality and diversity in the workplace enabling students to apply acquired theoretical and empirical knowledge to specific diversity management scenarios.

Students will become familiar with the drivers of increased workforce diversity, the psychological and sociological theories underlying discrimination and exclusion in organisations, current employment legislation related to diversity in Greece, and the barriers to equality of opportunity in the workforce for minority groups. Finally, students will examine "best practice" in diversity management Programs and learn to critically assess organizational policies and practices for managing workplace diversity.

### **14. Internal Consulting**

In the rapidly changing and unstable business environment in which organizations operate today, Human Resource Management needs to undertake new roles and become a strategic partner by adding value. One of these roles is that of the internal

consultant. In order to meet the requirements of this role, human resource executives must function proactively, identifying areas for potential intervention and suggesting changes in cooperation with line managers, aiming at the most effective cross-departmental functioning.

The objective of this course is to help participants understand the importance of internal consulting and develop the necessary skills in order to successfully meet the requirements of an HR professional.

The methodology includes lectures, case studies, individual and group exercises and diagnostic tools so that participants will be able to examine the various topics from a Human Resource executive's perspective.

### ***ACADEMIC STAFF***

Associate Professor Ioannis Nikolaou, Director

Professor Nancy Papalexandris, Academic Coordinator

Professor Dimitris Bourantas,

Professor John Halikias

Professor Andreas Nikolopoulos

Professor Vassilis Patsouratis

Associate Professor Sandra Cohen

Associate Professor Angeliki Poulymenakou

Associate Professor Eric Soderquist

Associate Professor Maria Vakola

Assistant Professor Eleni Apospori

Assistant Professor Eleanna Galanaki

Assistant Professor Olivia Kyriakidou

Assistant Professor Irene Nikandrou

Assistant Professor Leda Panayotopoulou

Assistant Professor Alexandros Papalexandris

Assistant Professor Ioannis Tsaousis

Lecturer Dimitra Iordanoglou

Laboratory Teaching Staff Dimitris Lymberopoulos

Laboratory Teaching Staff Andreas Evangelatos

Dr. Michalis Zeller

Dr. Kleopatra Nteliou

Doctoral Researcher Angeliki Kostaki

### ***PROGRAM REGULATIONS***

The Program is designed and monitored by the Program Committee, according to the rules of the Senate of the University. The Program Committee is headed by the Program Director and assisted by the Academic Coordinator. The Program Committee is assisted by the Secretariat of the Program.

### **Admissions**

The Master's Program accepts students who hold a first degree from a Greek or Foreign University or a Greek Technological Educational Institution (TEI). The Program Committee accepts students into the program according to the selection criteria.

Applicants apply for admission to the program by submitting a complete application form together with all the required documents, as described in the Call for applicants. There is a Call for applicants every year in April, published on the Program's website and in nation-wide, newspapers. Applications are being accepted during a period of four weeks and assessed thereafter according to the Program's admission requirements.

Students receive all the material (bulk packages, lecture notes, books etc.) that pertains to each course at the beginning of the corresponding term when the course is taught.

### **Teaching Program**

- The teaching program is designed by the Program Committee and the schedule of classes is announced timely.
- Courses and teaching material are offered mainly in Greek and in some cases in English.

- The Program Committee reserves the right to change both the curriculum and the schedule of classes.

### **Course Credit Requirements**

To successfully complete the coursework of the Program towards the Master's Degree, the student is required to achieve over 50% in all courses.

After having successfully completed the courses, full-time students must undertake a dissertation. In his dissertation the student is required to use knowledge that he/she has acquired during the Program. The deadline for submitting the dissertation is announced by the Program Secretariat at the end of the coursework period. The dissertation is conducted in accordance with the corresponding terms of non-disclosure and confidentiality. After their completion, all dissertations are presented and defended in front of a broader audience that is composed of students, faculty and company representatives.

### **Course Attendance**

Course attendance is obligatory, and students have to be physically present at all lectures, tutorials, labs, etc. Students are also required to arrive timely, so as not to disturb the class. If a student is obliged for personal reasons to miss courses for a period exceeding three (3) consecutive days, he/she should inform the Program Director who discusses the issue with other faculty members. Absence is accepted for up to 20% of the total teaching hours of the Program. If a student is absent for more than 50% of the teaching time in one particular module, he/she cannot take the examinations of the current academic year.

If, for serious reasons that should be explained in writing, a student cannot be present at the scheduled exams, he/she may be examined at the September re-examination period.

### **Course Instruction**

Course requirements include individual and team-based exercises, assignments and case studies, class participation, business games and written final exam. The final mark typically results from the written exam and from the several assignments and presentations delivered in class. The requirements for each course are set by the teaching Professor at the beginning of the course, together with the way in which student performance will be assessed against these requirements.

### **Grading Scales**

At the end of every academic period, the student receives a final grade for each course. The grading scale is as follows:

8.5 - 10 = excellent (honors)

6.5 – 8.4 = very good

5.0 – 6.4= good

0 – 4.9 = failure

INC = incomplete course

### **Incomplete Courses**

The “INC” grade is awarded when the student has not completed all the course requirements satisfactorily. In such a case the student must complete all requirements that fall short to the satisfaction of the teaching professor by the end of the following academic period. If needed, a time extension may be approved by the Program Director. Failure to complete the course requirements within the agreed time frame automatically implies that the student has failed the specific course. No student is allowed to have more than one (1) incomplete course during any academic period, unless the Program Director gives him/her a special permission.

### **Course Grades**

Grades lower than 5.0 are awarded when the student's total performance in the course is not sufficiently satisfactory to qualify for a passing grade.

Every Full-Time student has the right to be re-examined in three (3) courses during the whole Program. Students with a course grade lower than 5.0 can take the exams again in September (re-examination period).

If the student passes the re-examination, the grade he/she will receive cannot be greater than the lowest grade of the students that have already passed the specific course in the normal course of events. If the student fails the re-examination, then he/she must re-register for the course in the next available academic period.

Students of the Full Time Program cannot continue the Program if they fail in more than three (3) courses at any point in the duration of the Program. The re-examination period takes place once a year in September, except if there is a special arrangement with the instructor which will be approved by the Program Director.

### **Transcript of Grades**

At the end of every teaching period, the student will receive a detailed statement of his/her grades for all the courses attended during the corresponding period. If the student is sponsored by a company, a copy of his/her transcript will be made available to the sponsoring organization.

### **Academic Ethics**

Students are expected to distinguish themselves for their ethos, integrity and exemplary behavior during their studies at the Program. Copying, violating the principles of scientific ethics and any kind of counterfeiting of facts is not allowed. Every incident of this kind will be directly reported to the Program Director and will be evaluated by the Program Committee. Depending on the seriousness of the



situation, penalties may vary from a simple warning to total exclusion from the Program.

### **Conferment of the Master's Degree**

All students who have successfully fulfilled the Program's requirements will be invited to participate at the graduation ceremony in order to receive the degree of Masters of Science in Human Resource Management.

The student who has achieved the highest average grade will receive his/her title with "Highest Honors" and pronounce the students' oath.

### **Contribution to Continuous Improvement**

Both students and faculty are expected to contribute, each one in his/her own way, towards the greatest possible improvement of the Master's Program in Human Resource Management.

Students are called to contribute by making constructive criticisms, proposals and suggestions for improvement on any aspect of the program (including the curriculum, the course content, the teaching effectiveness, the secretarial support, the infrastructure, etc), by undertaking initiatives to raise the visibility and promote the Program and by actively participating in all activities aiming to raise the standards of the Program.

On the other hand, teaching faculty are called to offer their best in a modern and competitive academic environment, to maintain the highest standards of teaching, to offer sound advice and service to the students, and to maintain an open attitude towards proposals for the Program's improvement.

### **Excellence Awards**

- In October 2008 the MSc in Human Resource Management following an external assessment was honoured with the “Committed to Excellence” accreditation of European Foundation of Quality Management (EFQM). The Program is the first in Greece to be honored with this distinction.
- In February 2012 the MSc in Human Resource Management (full time program) took a very important distinction from "Eduniversal". The program took the seventh position and is among top programs in its class, which includes 200 HR Masters Programs offered in Europe. Ever since the Program is participating every year in the Eduniversal Quality Rankings.
- In October 2015 the MSc in Human Resource Management was awarded the second level of distinction with the "Recognized for Excellence" award by the European Foundation of Quality Management (EFQM).
- In March 2016 the Program was officially aligned with the curriculum proposed by the Society of HRM in the USA. In order to achieve this alignment, extra courses were added (HR Metrics, Diversity Management, Internal Consulting, Ethics) over the past two years, as suggested by the SHRM.
- In May 2016 the International Organization SKYWALKER gave the honorary award "Best HRM Program in Greece”, the MSc in H.R.M.