



UNIVERSITY OF NICOSIA

ΠΑΝΕΠΙΣΤΗΜΙΟ ΛΕΥΚΩΣΙΑΣ

| University of Nicosia, Cyprus | | |
|---|--|--|
| Course Code MBA-609 | Course Title Organizational and HR Management | ECTS Credits 7.5 |
| Department School of Business | Semester Fall, Spring | Prerequisites None |
| Type of Course Core | Field Human Resources Management | Language of Instruction English |
| Level of Course 2 nd Cycle | Year of Study 1st | Lecturer(s) Dr Maria Michailidis |
| Mode of Delivery face-to-face | Work Placement N/A | Co-requisites None |
| Recommended Optional Programme Components: N/A | | |

Objectives of the Course:

The main objectives of the course are to facilitate:

- Create and analyzing of the ways of improving the organization's market place position from an HR perspective.
- Collection and analysis of data for reporting and resolving issues related to HR.
- Measuring of the effectiveness of HR.
- Critical thinking/problem solving in HR issues.
- Creativity and Innovation in HR.
- Development of intrapersonal and interpersonal skills.
- Communication orally and in writing, both individually and in groups
- Problem solving.
- Best change in HR to prepare for the future.
- Undertake, complete, present and submit a project using appropriate, methodological, evaluative, presentational and writing techniques.

Learning Outcomes:

After completion of the course students should be able to:

1. Develop strategic HR policies and practices.
2. Develop strategic recruitment/selection policies and practices.
3. Perform an effective job analysis and prepare a job description and specification.
4. Develop effective job design processes and procedures.

5. Prepare and perform effective selection interviews.
6. Perform a training and development needs analysis and implement effective training programs.
7. Evaluate jobs in order to determine salary/wage scales/incentive, benefits.
8. Develop and implement effective performance criteria in order to perform appraisals.
9. Evaluate the legal environment and its impact on the workplace.
10. Utilize employee associations, unions for better business results.
11. Manage employee/employer negotiations so as to avoid conflict situations in the workplace.
12. Analyze health and safety issues in the workplace for better employee performance.

Course Content:

1. **HR Challenges:** themes, concepts and issues, and the human resource challenges facing organizations today.
2. **The Legal Environment:** the legislative 'minefield' impacting the effective management of people in the workplace.
3. **Planning:** how to ensure that the right people are in the right place at the right time.
4. **Recruitment and Selection:** effective strategies and policies for finding; placing and retaining people.
5. **Design of Work:** designing jobs to ensure that people are provided with a safe and performance-enhancing environment.
6. **Training and Development:** performing a needs analysis and designing effective training and development policies and practices.
7. **Managing and Improving Performance:** effective feedback and performance evaluation processes and procedures which will improve individual and organizational performance.
8. **Compensation and Incentives:** designing and implementing reward structures which motivate people for optimum performance.
9. **Employee Relations:** designing and implementing systems and structures to facilitate the relationships that contribute to effective organizational performance.
10. **Health and Safety:** ensuring that the workplace provides a safe environment for its workforce.
11. **International HR:** Analyze the International/ Global HR practices

Learning Activities and Teaching Methods:

Lectures, Case Studies (on Video and on paper), Analysis and Discussion, Journals Paper Discussions, In-Class Exercises, take home exercises, Presentations, individually and/or in groups, Paper.

Assessment Methods:

Case studies in class and at home, Role-Play, Project presentation, Mid-Term, and Final Exam. Paper submission.

Required Textbooks/Reading:

| Authors | Title | Publisher | Year | ISBN |
|----------------|---------------------------|------------------|----------------------------------|--|
| Dessler, Gary | Human Resource Management | Prentice Hall | 12 th edition 2011 | ISBN-10: 0-13-608995-X ISBN-13: 978-0-13-608995-7 |

Recommended Textbooks/Reading:

| Authors | Title | Publisher | Year | ISBN |
|------------------------------------|-------------------------------------|------------------|---------------------------------|---------------|
| Noe Hollenbeck and Gerhart Wright. | HRM Gaining A Competitive Advantage | McGraw-Hill | 7 th edition 2010 | 007-282-567-7 |