



**Reply to Programme Accreditation Report by
the External Evaluation Committee (EEC),
acting on behalf of Cyprus QAA for Higher Education for the
MSc Human Resource Management & Corporate Strategy
(14 Months FT/24 Months PT)**

Nicosia, 5 March 2018

Dr Christos Hadjiyannis

Director of Quality

Dr Myria Kkali

Academic Director, Nicosia & Programme Coordinator for Nicosia

Dr George Zachariades

Director of Undergraduate Studies & Programme Coordinator for Limassol

Prof. Pete Mavrocordatos

Director of Postgraduate Studies

*Report approved by the Academic Committee and
the Internal Quality Assurance Committee*

Nicosia, April 2018

Introduction

Our Institute would like to express sincere thanks to the members of the External Evaluation Committee (EEC) for visiting our premises on 5 March 2018. We commend their professionalism and we thank them for their valuable and constructive input.

The report of the EEC has been carefully read and meticulously analysed by a team of four members, who present their reply below. The response has been approved by the Academic Committee (meeting under the Academic Director) and the Internal Quality Assurance Committee (under the Director of Quality), which met at an extraordinary session at our Nicosia campus a few days ago.

We are particularly proud that, out of 111 criteria against which the EEC graded our Institute and the programme, and with the grading ranging between 1 and 5, **only at one instance we were graded with 1/5. Similarly, we were graded with 2/5 only once; 3/5 seventeen times; and 4/5 twelve times. The overwhelming majority of time – eighty in total – the panel graded us with 5/5. This means that our average scoring comes to 91.2%.**

Before we turn to addressing each issue raised by the ECC, we would like to draw your attention to some considerations that pertain especially to CIM's character and ethos, and to the nature of the course under review.

As you will be aware, The Cyprus Institute of Marketing is a private education Institute that has been providing high-quality education services for the past 40 years. Beginning with an MBA (introduced in 1991), in 2014, we launched the MSc in Human Resource Management & Corporate Strategy, which is registered and approved by the Ministry of Education.

We have always insisted that our programmes followed European educational standards. Our Master programmes in particular have a very strong reputation in Cyprus, something that we have earned through decades of hard work, careful planning, and considerable financial investment. We are very pleased that the feedback from our alumni and business partners has been so encouraging and reassuring. This is despite the fact that we had not sought accreditation for our MSc in Human Resource Management & Corporate Strategy in Cyprus.

The success of all the CIM Master programmes, this MSc programme included, is chiefly down to the fact that they have a strong practical orientation. We have designed a programme that allows students from diverse backgrounds, whether in possession of

prior studies in Business or in another field, to acquire essential management skills immediately applicable in the real business world. The majority of our students are individuals who desire to succeed in the local business world, and the main reason they join us (as revealed by internal marketing surveys) is because our Institute has a reputation for being one of the most business-oriented programmes in Cyprus.

One way in which we ensure that our graduates are world-ready, is by employing the skills and expertise of Visiting Lecturers – individuals with many years of work experience. In fact, this is one of our competitive advantages: that we maintain a fine balance between instructors who are members of top companies and acclaimed academics. This practice has allowed us to differentiate our programmes from programmes of other public or private institutions that are of considerably larger scale. It has also enabled us to maintain our share in the highly competitive market of education. For us, it is vital to preserve this comparative advantage in order to be able to remain competitive. Furthermore, as a dedicated Business institute, we believe in bridging gaps between academia and industry.

The Institute's Council has approved the Academic Committee's plans for the future and has placed the accreditation of key programmes offered in Nicosia and Limassol at the heart of our Strategic Plan 2018-2021.

The Institute has decided to apply for accreditation of the MSc in Human Resource Management & Corporate Strategy programme for several reasons. These include the following: to improve ourselves through the process; to attract more quality students and instructors; to improve the employment opportunities of our graduates; to remain competitive towards other similar institutions; and to enable CIM to grow and develop. For all these reasons, we wish to assure the EEC that we are truly thankful for their recommendations, which we graciously accept, and we look forward to a positive outcome.

Reiterating our gratitude, and in the spirit of professionalism and congeniality that marks all of our interactions with EEC, the members of the team ask to be allowed in the following part to address some points raised by the EEC and comment accordingly.

Response to specific comments raised by the EEC:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

Teaching personnel

- *The staffing of the course with the current personnel is a primary area of concern for the EEC members. Only one PT staff member is trained with a PhD in HRM; all other staff members have their specialty in other areas (e.g. Marketing or General Business) which means that staff need more preparation time than usual and unable to design and teach the material for a Masters level course in HRM.*

We would like to kindly correct the EEC's calculation:

- Associate Professor George Zachariades, who is the Programme Coordinator of the programme in Limassol, has a PhD on *Leadership and Organisational Development* and extensive work experience in HRM, so it's not correct to state that only one staff member is trained with a PhD in HRM and that no full-time staff have work experience in the field of HRM;
- Moreover, Prof. Andreas Hadjis has extensive experience in delivering modules relating to Human Resource Management both in Cyprus and abroad. Prof. Hadjis has designed similar courses for other universities.
- Nevertheless, taking into consideration the EEC's recommendations, and due to our continuous efforts to achieve academic excellence, we have taken the following actions:
 - i. Dr Celia Hadjichristodoulou, who holds a PhD in Organisational Behaviour from the University of Sheffield, and who has a long experience of delivering HRM related modules and publications, has been appointed as permanent member of faculty and Joint Programme Coordinator for Nicosia & Limassol as of 1st April. The relevant confirmation letter and Curriculum Vitae have been appended below (please see Annex 1).
 - ii. Dr Christina Tsolakis who holds a DBA in HRM, and who is a skilled lecturer in HRM related topics, has been appointed as a Permanent Lecturer as of 1st May. The relevant confirmation letter and Curriculum Vitae have been appended below (please see Annex 1).
 - iii. Dr Evie Michaelides, who holds a PhD in Work Psychology and who is a skilled researcher in HRM related topics, has been appointed Visiting Lecturer as of 1st May. The relevant Curriculum Vitae has been appended below (please see Annex 1).

The above is evidence that we have complied fully with the EEC's recommendation to recruit at least one more member of faculty with HRM expertise and to increase research activity with regards to HRM. We have in fact recruited 3 experts in HRM with significant lecturing and research expertise and in this way we have addressed fully the concerns of the EEC.

- iv. Moreover, to support existing staff and to offer academic oversight over the programme, we have recruited three world-renowned academics as external examiners and consultants. These academics represent three different jurisdictions and have formed a working group with our team. The CIM team has reviewed and implemented the majority of the comments made by these academics in the time since EEC's visit and we have redesigned the programme to meet the EEC's requirements. These academics are:
 - a. John Thompson, University of West London
 - b. Prof Nancy Alexandris, Athens University of Economics & Business
 - c. Prof Françoise Chevalier, HEC Paris

The above academics will also be exploring research opportunities with CIM staff in line with the EEC's recommendation. Their CVs can be found in Annex 2 of this report.

The External Consultants have all confirmed and ratified the updated module content and, as such, we are now fully aligned with the EEC's comments (see Annex 3).

2. PROGRAMME OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

Purposes and objectives

- *When designing a program, it is important to ensure that the program's aims, learning outcomes and specific course objectives are aligned.*
 - The EEC's recommendation is most welcome; as already mentioned above, the programme has already been re-designed with the help of the team of experts, factoring the EEC's recommendations into the redesign.
- *Design a table showing how the program's aims are translated into learning outcomes, and how these learning outcomes are distributed across the various courses, and how each of these learning outcomes will be assessed within each course.*
 - The EEC's recommendation is most welcome; the table has been completed and can be found in Annex 4.
- *We also recommend changing the name of Human Capital and Organizations to something that is more mainstream, such as Organizational Behaviour, or Organizational Behaviour and Design.*
 - The EEC's recommendation is most welcome; this change has been completed and can be seen in Annex 3.
- *We recommend that you carefully identify a recent and relevant textbook, and some additional readings that will not be redundant with what is available in the textbook, but rather complement them.*
 - The EEC's recommendation is most welcome; this change has been completed and can be seen in Annex 3.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- *Our review suggests that little of the teaching is research-led. There are currently no full-time faculty who are involved in research in Human Resources, however this does not preclude the academic staff from including high quality research into the curriculum for the program. However, as it stands, research is not adequately incorporated into the module descriptors.*

- The EEC's recommendation to include more research into the curriculum of the programme is most welcome.
- Even though *there is* a full-time HR staff on the programme, and even though the EEC simply demands that the curriculum brings in more research papers and cases – something which we have done through the redesign of the programme and through following the advice of our team of world-renowned team of HR researchers who are acting as consultants to the programme – we have, nevertheless, taken steps to ensure that more research is coming out of CIM, and, moreover, that the research orientation is specific and targeted.
- The CIM Research Centre, which the EEC commended, has made HR a top priority as a field of research and has recruited fellows with HR as the special interest. This will enhance the research that feeds into the teaching.
- In our first meeting of the Fellows of the Centre, it was agreed that HR is made one of the clusters and research directions of our research roadmap. More specifically, projects identified as worth pursuing and seeking external funding for are: learning in the workplace; HR in Shipping; knowledge management.
- Further, with the recruitment of more members of faculty with extensive research experience in HRM & Organisational Behaviour, as well as the association with experienced researchers from Cyprus and abroad who will be working with the Cyprus Centre for Business Research, research in HRM will be promoted even further.

- *It is highly recommended that CIM invest resources in more journals in the long run, such as Sage and EBSCO Business Source, as these two providers have excellent journals in the field of Human Resource Management and Organizational Strategy.*

- The EEC's recommendation is most welcome and we do have plans to extend our subscription portfolio in due time (this programme is currently non-active). The Institute has already invested heavily in HRM related electronic resources. We are subscribers of the *International Journal for Human Resource Management*, a leading journal in HRM, while, through the Emerald Collection, our staff and students have access to 26 journals relating to HR, Learning & Organization Studies (please see Annex 5). Added to all of these, and as part of our continuous

efforts to improve the available resources – notwithstanding that the course is currently not running – we have also subscribed as of 1st April to another 2 leading online Journals by Sage:

1. *Advances in Developing Human Resources*
2. *Human Resource Development Review*

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE

- *Program Redesign*

- As already mentioned, and as supported by the annexes to this report, the programme has been re-designed in line with the EEC's recommendations and with the guidance of specially commissioned external consultants.

- *Programme Delivery*

- The EEC accepts that the faculty for the programme is fully competent and experienced to deliver the Strategy-related modules, which forms 50% of the teaching workload;
- As regards the EEC's reservation about the delivery of the HRM modules, this has been addressed with the appointment of three experts in HRM and Organisational Behaviour and the external support of the consultants.

- *Over-emphasis on description and explanation in exam questions and underuse of questions that test critical evaluation and application.*

- We are in agreement with the EEC's recommendation that more case studies could be used in exam questions and we will put forward this concern at the end-of-year Board of Examiners meeting.

Comments regarding the low grades appearing on the scorecard (1/5 & 2/5)
1/5

- *Publications within the discipline.*

- As already discussed, our Research Centre is currently working on research relating to HRM. We are increasing funding for CIM staff attending a conference, something which will increase the chances of publications. There is already proven research regarding the component of Strategy. The new Academics recruited will certainly promote research even further and through the offering of a Master's programme in Human Resource Management for the first time at our Institute, research will be aided further through the research work of the students during their dissertation process. We have set aside funding especially for lecturers collaborating with student for research purposes (up to 2000 euro). Finally the new Faculty Members and Research partners from other Universities bring a lot of experience and potential for publications in HRM.

2/5

- *Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.*

- As already discussed, a wide range of the latest resources is already available for the programme (even though it is not currently running). There is continuous investment in teaching materials and, since the accreditation visit, more than 100 books on the topic of HRM and Strategy have already been purchased and stored in the Libraries.

Names of the Panel that has produced the above Reply to the Report:

Name	Position
Dr Christos Hadjiyannis	Director of Quality
Dr Myria Kkali	Academic Director Nicosia & Programme Coordinator for Nicosia
Prof Pete Mavrocordatos	Director of Postgraduate Studies
Dr George Zachariades	Director of Undergraduate Studies & Programme Coordinator for Limassol

ANNEX 1

PROFILES OF ADDITIONAL FACULTY MEMBERS

Dr Vassilia Hadjichristodoulou
4 Ayias Lavras Str., Flat 201, 2414 Engomi
Nicosia, Cyprus

23rd March 2018

TO WHOM IT MAY CONCERN

This is to confirm that as of 1st April 2018 I have been appointed as a permanent faculty member for The Cyprus Institute of Marketing (Nicosia/Limassol).

In particular, I will be taking over the role of «Senior Lecturer in Human Resource Management & Organisational Behaviour» and I will be acting as the Joint Programme Coordinator for the programme «MSc Human Resource Management & Corporate Strategy».

Moreover, I will be involved actively with ongoing research activity in the areas of Human Resource Management & Organisational Behaviour under the roof of the "Cyprus Centre for Business Research" which has been established by CIM.

Signed Today,

Curriculum Vitae

VASSILIA (CELIA) HADJICHRISTODOULOU

1. **Family name:** Hadjichristodoulou
2. **First name:** Vassilia (Celia)
3. **Date of birth:** 25/05/1982
4. **Nationality:** British/Cypriot
5. **Civil status:** Married

6. Education

Name of Institution	Period of Attendance		Degree/Certificate acquired
	From	To	
University of Sheffield Management School (distant route), Organisational Behaviour area of expertise	2006	2013	PhD (Doctor of Philosophy) Title: Stakeholder perceptions of M &As human success factors: the case of Cyprus
University of Cambridge Judge Business School	2003	2004	MPhil. Management Studies, Overall grade: 70/100 (Merit) Dissertation title: "The psychological/ social factors in M & A activity and their influence on the performance of the new organization: Partner selection criteria". Organisational Behaviour area of expertise.
London School of Economics and Political Science Accounting and Finance Department	2000	2003	BSc Accounting and Finance. Overall grade: 77/100 (First Class)
Kykkos B' Lyceum Major subjects: Accounting, Economics, English, Political Science, Mathematics.	1997	2000	High school leaving (apolitirion) grade: 19 10/12 out of 20

7. Languages: Mark 1-5 for competence (1 – excellent, 5 – elementary)

Language	Reading	Writing	Speaking
Greek	1	1	1
English	1	1	1

8. Membership of professional bodies:

- Active Member of the Cyprus Federation of Business and Professional Women (BPW Cyprus)
- Founding member of Young BPW Cyprus, Vice-President of Directors' Council

9. Other skills:

- Excellent knowledge of SPSS, PowerPoint, Excel, Word.

10. Present position:

- Founder and Managing Director, GrantXpert Consulting Ltd
- Part-time Lecturer of Managerial Courses at Universities and Business Schools

11. Key qualifications:

- Handling the overall management of the company (Sales, Strategy, Administration, Marketing, Operations).
- Senior Consultant in national and European funding programmes
- In charge of monitoring the financial management of research projects: handling everyday payments and receipts from national and European programmes
- Presenter/trainer of European funding opportunities to seminars and events
- Responsible for preparing the budgets for proposals submitted under national and European funding programmes.

12. Professional experience record:

Company / Organisation	Period		Position	Description of Duties*
	From	To		
GrantXpert Consulting Ltd	04/2009	Today	Founder and Managing Director	Overall management of the company Senior Consultant in national and European funding programmes Presenter/trainer on EU funding programmes Trainer on leadership and employability skills for young graduates
Cyprus International Institute of Management (CIIM)	10/2015	Today	Visiting Lecturer for MSc Management students	In charge of the course "Career and Professional Development" and the practical workshop "Team-Building and Decision Making Skills". Developed the training material for both courses.
Cyprus Institute of Marketing (CIMA)	09/2013	07/2014	Visiting Lecturer for MBA students	Taught "Organisational Behaviour" and "Business Policy and Strategy". Developed the training material of both courses.
European University Cyprus (former Cyprus College)	10/2005	03/2009	Research Associate, Research Centre	-In charge of European funding programmes -In charge of the financial management of research projects of the University -Give targeted presentations to faculty members of each School for EU programmes
Cyprus College	02/2005	07/2007	Part-time Lecturer	Accounting, Organisational Behaviour
Intercollege	09/2004	02/2005	Part-time Lecturer	Office Behaviour Organizational Behaviour
Pascal English School (Private high school)	09/2004	07/2005	High School Teacher in the English School	Accounting (Elementary, Intermediate Level and O'Level), Economics (O'Level), Mathematics (O'Level)

13. Participation in EU projects

Project title	Implementation dates (start-completion)	Project value	Recipient/Contracting Entity	Responsibilities – Duties
EAGLES: Empowering and Activating the young Generation through the Learning of Employability Skills	01/04/2016-01/06/2017	150,000 EUR	GrantXpert Consulting	Project Coordinator
SCIENT: A European University-Business Alliance aiming to foster young SCIENTists' ENTREpreneurial spirit	01/01/2015-01/01/2018	991,000 EUR	GrantXpert Consulting	Project Coordinator
WATIFY CYPRUS: Fostering Digital Entrepreneurship in Europe: raising awareness and the visibility of digital icons and creation of a European e-Mentors ecosystem	01/01/2014-30/06/2015	35,000 EUR	CITEA	Project Coordinator
EMPLOYSKILLS: The development and enhancement of employability skills for young university graduates of Cyprus	01/04/2014-01/09/2014	40,000 EUR	GrantXpert Consulting	Project Coordinator
ICT ENTREPRENEUR: A European University-Business Alliance aiming to foster the entrepreneurial spirit of ICT students	01/09/2014-01/09/2017	250,000 EUR	GrantXpert Consulting	Project Coordinator
YOUNG LEADERS: "Developing and enhancing leadership skills for young managers in times of crisis: an innovative training package for European young professionals"	01/10/2012-01/10/2014	280,000 EUR	Lead partner: GrantXpert Consulting Ltd Funded by the Leonardo ToI 2012 (LLP National Agency)	Project coordinator
BIOforLIFE: An awareness-raising campaign in Cyprus for appreciating biodiversity in our life	03/09/2012-15/09/2015	1,408,000 EUR	LIFE11 INF/CY/863	Proposal preparation Financial management and monitoring of project progress Monitoring of project impact
CREATIVITY IN EDUCATION: Teaching for creativity in Cypriot Universities: towards innovative pedagogical practices in promoting students' employability	01/09/2012-01/09/2014	120,000 EUR	GrantXpert Consulting Ltd (Lead partner: E.U.C Research Centre Ltd)	Partner in the project.

Liaison Offices between the Universities of Cyprus and the industry	01/03/2012-01/03/2015	210,000 EUR	Lead partner: GrantXpert Consulting Ltd	Project coordinator. Set up the liaison office for the Open University of Cyprus.
MEDIA TECH: The future of the media industry using innovative techniques	01/10/11-30/09/13	350,000 EUR	Funded by the Leonardo Tol 2011 (LLP National Agency)	Financial and Administration Manager
SOCIAL SME: Sustainability and social responsibility through learning in SME	01/10/2008-01/10/2010	300,000 EUR	Project coordinator: Kaunas University of Technology, funded by the Leonardo da Vinci TOI programme 2008	Researcher Financial Manager
The criteria used in selecting a partner in M & A activity and their influence on the performance of the new organization: The Case of Cyprus	01/03/2006-28/02/2009	85,000 EUR	Project coordinator: Cyprus College, funded by the Research Promotion Foundation (IPE), Cyprus	Main researcher (PhD studies) Financial management Coordination of partners'tasks
AccountSME: Training SMEs in adapting to International Accounting Standards	1/9/06-30/9/08	385,000 EUR	Project coordinator: Cyprus College Funded by the Leonardo da Vinci programme 2006	-Researcher: create online training material for SME managers and accountants -Financial management of the project for the whole consortium
Preparing DARIAH: Preparing for the construction of the Digital Research Infrastructure for the Arts and Humanities	1/192008-28/02/2011	2,500,000 EUR	-Project Coordinator: Data Archiving and Networked Services (DANS), Netherlands -European University Cyprus is a partner -Funded by the FP7 Capacities programme	-Contribute in raising awareness and promote dialogue between potential stakeholders on project-related developments -Help in developing a cost model for services related to data archiving and dissemination
INSETRom: Teacher In-Service Training for Roma Inclusion	1/12/007-30/11/2009	386,000 EUR	Cyprus College (project coordinator). Funded by the Life-Long Learning Programme-Comenius multilateral projects	-Financial management of the project for the whole consortium
SOCIAL EXCLUSION: Prospects for the integration of children from single-parent families in the framing of policy for fighting poverty and social exclusion: a comparative transnational approach	09/2005-08/2006	230,000 EUR	-Cyprus College (project coordinator) -Funded by the European Commission	-Financial management of the project for the whole consortium -Coordinate two audit reports for the two years of the project -Coordinate the external

				evaluation process of the project (ex-post control spot check).
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14. Awards and Scholarships

- Three-year grant (€60,000) by the Cyprus Research Promotion Foundation for studying for a PhD for the period 2006-2009.
- Annual scholarship provided by the Cyprus Government for academic excellence in higher education studies:
 - For **undergraduate** studies, 2000 – 2003
 - For **graduate (MPhil) studies**, 2003 – 2004
- Award of scholarship (€5,000) by the University of Sheffield through the “Excellence Exchange Scheme” for PhD students. The scholarship covered the expenses of travelling to the USA and receiving training by the experts on M & As at the Business Schools of San Francisco State University and the University of New York (11-25 October 2007).

15. Participation in national research projects

- “The criteria used in selecting a partner in M & A activity and their influence on the performance of the new organization: The Case of Cyprus”. Cyprus Research Promotion Foundation, 2006-2009.
- “Domestic Violence: Basic Problems, Recommendations for Prevention and Policy Measures. Comparison between Slovenia and Cyprus”, Research Promotion Foundation Bilateral Agreement (Cyprus-Slovenia), 2005-2007.
- EURES project: “Obstacles to Mobility to and from Cyprus”, funded by the European Commission and coordinated by the EURES (European Employment Services) of the Ministry of Labour and Social Insurance (July-November 2006).

16. Trainer in Seminars

Conference/Training Programme	Duration	From/To	Name of Organiser
Training Workshop on European (competitive) funding programmes for NGOs. Assignment by the government following formal tender procedure.	3 days	01/06-01/11/2016	Directorate General for European Programmes, Coordination and Development (DG EPCD), Cyprus
Training seminars on European (competitive) funding programmes for Small and Medium-sized Enterprises	1 day (organised twice in Nicosia and once in Larnaca/Famagusta, Limassol and Pafos)	01/12/2015-17/02/2016	Directorate General for European Programmes, Coordination and Development (DG EPCD), Cyprus
Development of Leadership Skills for Supervisors	3 days	01/06-15/07/2016	Eurofast Taxand Ltd (approved as an internal company seminar by HRDA Cyprus)
New funding programmes for Young and Women Entrepreneurs by the Ministry of Industry and Commerce	3 hours	25/02/2015	GrantXpert Consulting Ltd
Development of Leadership Skills for Supervisors (3 seminars for 3 different supervision teams)	3 days	20/01-20/02/2015	LGS Handling Ltd (approved as an internal company seminar by HRDA Cyprus)
Utilisation of European funding programmes from Cypriot Small and Medium-Sized Enterprises (2 separate seminars)	1 day	22-23/05//2015	GrantXpert Consulting Ltd
European funding programmes for Cypriot start-ups	8 hours	20/06/2014	GrantXpert Consulting Ltd
Utilisation of European funding programmes from small companies in Cyprus	1 day	10/04/2014	GrantXpert Consulting. Funded as an open seminar by HRDA Cyprus.
Development of Women and Young Entrepreneurship in Cyprus through EU funding programmes	3 hours	23/06/2011	GrantXpert Consulting Ltd
Funding Opportunities from national and European programmes for Sigma TV	60 hours	05/01-24/05/2011	Sigma Radio TV Public Ltd
Funding Opportunities for SMEs in Cyprus (2 separate seminars)	14 hours	11/05/2011, 15/06/2011	GrantXpert Consulting Ltd

European and national funding programmes for young people of Cyprus	2 hours	31/03/2011	Young BPW (Business and Professional Women)
Funding Opportunities from European and national programmes for Municipalities	7 hours	08/06/2010	GrantXpert Consulting Ltd. Funded as an open seminar by HRDA Cyprus.
Coordinated a public discussion on the topic "The development of Women Entrepreneurship in Cyprus"	1 day	17/11/2008	European University Cyprus Cyprus Federation of Business and Professional Women
Offered training seminars to the faculty members of the European University Cyprus on EU funding opportunities for research projects. Each School of the University was offered a separate seminar, based on their own research interests.	1 day	20-28/9/2008	Research Centre, European University Cyprus
Offered training seminars on "EU funding opportunities for Cypriot SMEs".	1 day	21/10/2008 4/12/02008	European University Cyprus
Presented an academic paper in the EURAM 2008 Conference, under the Mergers and Acquisitions Track, entitled "A multi-disciplinary perspective of senior executives' perceptions on Mergers and Acquisitions in Cyprus".	2 days	14/-17/5/2008	University of Ljubljana, Slovenia
Offered training seminars on "Effective Diversity Management in the Workplace"	1 day	28/11/2008	European University Cyprus
Participated in the seminar "Mergers and Acquisitions in the Banking sector in Cyprus"	1 day	29/01/2007	"University of Monday" event, European University of Cyprus
Represented Cyprus in the conference "Together since 1957" for the celebrations of the 50 th anniversary since the Treaty of Rome.	3 days	22/3-25/3/2007	European Commission Office in Sofia, Bulgaria
Presented an academic paper in the "2 nd Annual South-East European Student Doctoral Conference". Also awarded as one of the top ten papers of the conference.	2 days	21-23/6/2007	City College, Thessaloniki
Presented an academic paper in the "EBEN Doctoral Workshop 2007"	1 day	18/9/2007	University of Leuven, Brussels

17. Participation in conferences/seminars/info days

- Attended the event “Women’s Partnerships in Cyprus”, where the results of a national study on the topic were presented. Organised by the European University Cyprus on the 9th of February 2009.
- Attended the info day on FP7 “People” programme, organised by the Cyprus Research Promotion Foundation on the 31/1/08, at Hilton Hotel.
- Attended the info day on FP7 “Research Infrastructures” thematic area of “Capacities” programme, organised by the Cyprus Research Promotion Foundation on January 2008.
- Attended the info day on the “Structural Funds 2007-2013” programme, organised by the Planning Bureau at the Cyprus Chamber of Commerce and Industry offices, on January 2007.
- Participated in the workshop “Innovation and Technological Excellence”, organised by the Cyprus Research Promotion Foundation in May 2007.
- Attended the info day on the new programme of the Cyprus Human Resource Development Authority for the period 2007-2013, at Hilton Park Hotel (October 2007).
- Attended the conference “European Competition Day 2006: Mergers”, organised by the DG for Competition on the 19th of June 2006 in Vienna, Austria.
- Attended the seminar on “Introduction to the EC’s Seventh Framework Programme for Research and Technological Development”, organised by the Cyprus Research Promotion Foundation in April 2006, Nicosia, Cyprus.
- Attended the seminar on “Life-Long Learning Programme 2007-2013”, organised by the Cyprus Productivity Centre in February 2007, Nicosia, Cyprus.
- Attended the seminar “World Competitiveness Report 2006”, organised by the Cyprus Development Bank in January 2007, Nicosia, Cyprus.
- Participated in the workshop on “FP7-Socio-economic sciences and humanities” presentation, organised by the Research Promotion Foundation in April 2007, Nicosia Cyprus.
- Participated in training seminar “Writing successful proposals under the 7th Framework Programme and CIP European programmes for the period 2007-2013”, organised by the Hungarian EU consultancy company Europa Media. The in-house seminar took place on the 25th of February 2008.

- Selected among 15 Greek-Cypriots to participate in the information visit to Brussels, organised by the Representation of the European Commission in Cyprus, 22-25 July 2008.

18. OTHER RELEVANT INFORMATION:

- HRDA (Cyprus Human Resource Development Authority) certified trainer in accordance with the Vocational Qualifications System AxioPistoSyn.
- Received funding to start my own company (GrantXpert Consulting) under the National Scheme “Supporting Women Entrepreneurs” of the Ministry of Energy, Industry, Commerce and Tourism in 2009 (ranked 1st among 151 proposals).
- 97% success rate in preparation of application forms and business plans on behalf of GrantXpert’s clients in receiving funding under the Schemes Youth Entrepreneurship and Women Entrepreneurship (2009-2015).

Signature:

Date:

20/08/2016

Dr Christina Tsolaki
24 Vasilissis Friderikis
Palouriotissa, 1035 Nicosia

15th March 2018

TO WHOM IT MAY CONCERN

This is to confirm that as of 1st May 2018 I will be appointed as faculty member for The Cyprus Institute of Marketing (Nicosia/Limassol).

In particular, I will be taking over the role of «Lecturer in Human Resource Management » and I will be part of the faculty delivering the programme «MSc Human Resource Management & Corporate Strategy».

Moreover, I will be involved actively with research activity in the areas of Human Resource Management under the roof of the "Cyprus Centre for Business Research" which has been established by CIM.

Signed Today,

DR Christina Tsolaki Patsali

Address: 24 Vasilissis Friderikis, Palouriotissa, 1035 Nicosia

Tel: (home) Mobile:

Email:

Profile

A vastly experienced and highly knowledgeable professional with extensive expertise in branch management, customer services, retail and corporate/commercial banking. Effective communicator with excellent planning, organizational, negotiation strengths and problem solving skills. Proven ability to develop and maintain satisfied/loyal customers, as well as manage/complete projects to highest standards with meticulous attention to detail and within agreed deadlines. Experienced at building a positive organizational environment, fostering teamwork and minimize internal complaints by employees and thrives in highly pressurised and challenging working environments.

Currently looking for a new and challenging position that will make best use of existing skills and experience, while enabling further personal and professional development.

Key skills

IT Proficiency - Word, Excel, Power Point and Delta Banking Software

Languages - Fluent English and Greek

Communication – Conflict resolution, conflict management, counselling, consultation, brainstorming, convincing and collaboration,

Leadership/Managerial - Inspire/empower people, build teamwork, critical thinking, flexible, organizational and time keeping skills.

Professional Qualifications/Work related training

- General Banking Diploma
- Typewriting Higher (LCCI)
- Business Calculations Higher (LCCI)
- Greek Typewriting Higher
- Accounting Higher (LCCI)
- Accounting G C E O level

Language Examinations

- English Language G C E O level
- Modern Greek G C E O level
- German G C E O level

Attended seminars with regards to:

- Banking software
- Basel II
- Banking and human resource management
- Banking, new rules and regulations
- Trade Services
- Compliance
- Labour Law
- Learning and Development
- Professional Relations and Human Resource Management

Career History

(May 2017 – to date)

Assistant Professor

Courses Taught

- **Organizational Behaviour**
- **Introduction to Management**
- **Human Resource Management**

Eurobank Cyprus Ltd (January 2016 – to date)**Loan Administration Officer**

- Prepare the documentation necessary and/or amendment documents for the new/existing loans, overdrafts, LGs/LCs.
- Respond to existing customer or potential customer queries and expedite customer orders (typically processing customer disbursements, open limits/accounts of loans and overdrafts, temporary limits, reschedule of loans, insurance/mortgage value renewals, open LGs/LCs limits and accounts, shares updates and roll-overs).
- Training new employees on bank's lending system and lending procedures.
- Liaise with the Group network.

Cooperative Bank Ledra Ltd (June 1994 – January 2016)**Branch Manager (2011-2016)**

- Managing and supporting the team to deliver high quality customer service,
- Liaising with colleagues and other departments.
- Engaged in providing customers with one-stop-shopping banking services
- Involved both in chasing after deposits, as well as assessing customers for housing and other types of loans.
- Leading and supporting staff in the identification and development of sales/opportunities
- Dealing with employee relation issues.
- Office management including ordering of supplies, managing utilities and health safety.

- Identifying potential new opportunities and create/develop opportunities for deposits gathering and lending.
- Approving preferential interest rates and interest penalties and charges for customers.
- Ensuring that information about all personal customers is updated at every opportunity.
- In charge of the ATM, control cash flow daily.
- Developing and building successful relationships with High Net Worth depositors.
- Examine daily for money laundering and deposit gathering and ensure full compliance with money laundering and bank policies.
- Referring potential loans to Lending department.

Senior Officer in Clearing Department (2010-2011)

- Ensuring that information about all companies and individual customers is updated at every opportunity (signatures, addresses and personal data).
- Preparing and approving overdraft facilities for legal and physical identities.
- Examine reports daily and ensure all customers' overdraft accounts are within required limits.
- Ensuring that all cheques, standing orders and direct debits are paid
- Responsible for CIR, stop payments and ordering cheque books

Teller (1994-2010)

- Engaged in providing customers with one-stop-shopping banking services (deposits, withdrawals, standing orders, time deposits, tax payments, outgoing remittances)
- Identifying potential new opportunities and create/develop opportunities for deposits gathering.
- Responsible for ATM machine within the branch
- Checking daily input work, replying account enquiries, opening and maintaining accounts and dealing with customers' enquiries.

Achievements

General Business Bachelor

MBA of Kingston University

Doctorate of Business Administration program (DBA)

Hobbies & Interests

Founding past member of “Greek Developmental and Behavioral Pediatrics Society”

Member of “Ena Oniro Mia Eyxi” association

Associate member of Cyprus Human Resource Management Association (CYHRM)

Personal development

Reading, Music, Exercising

Monitor/supervise students for their essays/dissertations

Research and Publications

- Tsolaki, C., (2017). Knowledge Sharing Behavior: An empirical study in the Cyprus Cooperative Banking Sector. *International Journal of Human Resource Development and Management*. 7(1), 13-27. Available at: https://www.ripublication.com/ijhrdm17/ijhrdmv7n1_02.pdf
- Tsolaki, C., (2016). Exploring the relationship of Human Resource Management and Knowledge Management in the Cyprus Cooperative Banking Sector. Available at ProQuest.

References

Available on request

Dr. EVIE MICHAILIDIS

3 Koritsas str apt.102 Engomi, Nicosia Cyprus 2414

CURRICULUM VITAE

EDUCATION

- Doctor of Philosophy, Psychology** 2014-2017
University of Surrey, Guildford, U.K.
“Exploring the feeling of embitterment in the workplace”
Supervised by Professor Mark Cropley
- Master of Science, Occupational and Organizational Psychology** 2013-2014
University of Surrey, Guildford, U.K.
“The effects of burnout on work related decision making”
- Bachelor of Science, Psychology** 2009-2013
University of Surrey, Guildford, U.K.
BSc. Honours 4 years sandwich degree
“Nostalgia, mindfulness and motivation”

TEACHING EXPERIENCE

- Part-time Lecturer** January 2017-present
Intercollege Nicosia, Cyprus
Modules:
Organisational Behaviour (BSc)
Methodology (BSc)
- University of Nicosia , Cyprus**
Modules:
Psychometric Testing in Education (MSc)
- Graduate/Postgraduate Teaching Assistant** October 2015 – June 2017
School of Psychology, University of Surrey, Guildford, UK
Modules & Responsibilities:
Introduction to Statistics and Data Analysis (BSc & MSc) – delivering weekly workshops, lab demonstrator & assignment marker
Further Statistics & Data Analysis (BSc) - delivering weekly workshops, lab demonstrator & assignment marker
Statistics Bootcamp (MSc) - workshop tutor, lab demonstrator & assignment marker
Applied Critical Thinking and Qualitative Data Analysis (BSc) – seminar tutor
- Academic Tutor** October 2015 – June 2017
School of Psychology, University of Surrey, Guildford, UK
Duties & Responsibilities:

Preparing, planning and running tutorials on topics such as writing research reports, presentation skills, referencing, critical thinking etc. to first year psychology students, Marking assignments, Delivering feedback

RESEARCH EXPERIENCE

Research Assistant

July 2016 – June 2017

Surrey Business School, University of Surrey, Guildford, UK

Project title: “A technology feasibility study for multi-scale modeling of biological time in healthcare impact” Responsible for formatting and merging huge data sets using SPSS

Research Fellow

September 2016 – March 2017

School of Health Sciences, University of Surrey, Guildford, UK

Project title: “A Systematic Review of models of care that help maintain independence and vitality for Frail Elderly Adults”

I worked as part of a research team reviewing and extracting data from journal articles (using Data Extraction Form) and completing quality appraisal and risk of bias/strength of evidence using the Mixed Method Appraisal tool (MMAT), for a systematic review for frail elderly adults funded by the KSS Academic Health Science Network.

Data input Support Administrator for NEMODE

February 2016 – March 2016

Surrey Centre for the Digital Economy, University of Surrey, Guildford, UK

Responsible for reviewing and allocating all research outputs on Researchfish (a world's leading service for the reporting of outcomes for research impact tracking) for NEMODE (New Economic Models in the Digital Economy) project.

Research Fellow

May - July 2015

School of Health Sciences, University of Surrey, Guildford, UK

Project title: “Systematic Review for Multiple Sclerosis Society”

I worked as part of a research team reviewing and extracting data from journal articles (using Data Extraction Form) and completing quality appraisal and risk of bias/strength of evidence using the Mixed Method Appraisal tool (MMAT), for a systematic review for the Multiple Sclerosis Society.

Chief Exam invigilator

October 2014-2017

University of Surrey, Guildford, UK

Invigilating exams for university students and ALS students (additional learning support)

PUBLICATIONS

PEER REVIEWED PUBLICATIONS:

Michailidis, E., & Cropley, M. (under review). Healing the wounds of workplace embitterment; a randomised controlled trial.

- Michailidis, E., & Cropley, M.** (under review). The impact of Workplace Embitterment on employees' Work Engagement and Job Satisfaction levels; a longitudinal study.
- Michailidis, E., & Cropley, M.** (under review). Perceptions of organisational injustice and over-controlling supervision as predictors of workplace embitterment: a six month longitudinal study.
- Michailidis, E., & Cropley, M.** (2016). Exploring predictors and consequences of embitterment in the workplace. *Ergonomics*, 60(9), 1197-1206. doi: 10.1080/00140139.2016.1255783
- Charalampous, M., Grant, C., Grunfeld, E., Tramontano, C., & **Michailidis, E.** (2016). An exploration of the relationship between remote e-working (and its frequency) and work-related well-being: protocol for a systematic review. PROSPERO 2016:CRD42016035802 Available from http://www.crd.york.ac.uk/PROSPERO/display_record.asp?ID=CRD42016035802
- Michailidis, E., & Banks, A. P.** (2016). The relationship between burnout and risk-taking in workplace decision-making and decision-making style. *Work & Stress*, 30(3), 278-292. Doi: 10.1080/02678373.2016.1213773

NEWSLETTER ARTICLES:

- Michailidis, E., (2015).** *"Burnt-out from work? Watch out the decisions you make at your workplace"*. New Voices section of the OP Matters (Division of Occupational Psychology newsletter, BPS). OP Matters No. 26 June 2015.

CONFERENCE PRESENTATIONS:

- Michailidis, E.** (2017, October). Embitterment in the workplace. In S. Min (Chair) & M. Linden (Co-Chair), *Beyond PTSD: Embitterment, Humiliation, Shame and Revenge*. Symposium conducted at the XVII World Congress of Psychiatry, Berlin, Germany.
- Michailidis, E., & Cropley, M.** (2017, May). *The impact of feeling embittered on employees' levels of work engagement and job satisfaction*. Oral presentation presented at the European Association of Work and Organisational Psychology conference, Dublin, Ireland.
- Michailidis, M. P., Voukelatou, E., & **Michailidis, E.,** (2017, May). *Work Life Balance: An explanatory study and the way forward*. Poster session presented at the European Association of Work and Organisational Psychology conference, Dublin, Ireland.
- Michailidis, E., & Cropley, M.** (2016, April). *Exploring the relationship between organizational injustice, embitterment and work-related rumination*. Oral presentation presented at the 12th European Academy of Occupational Health Psychology conference, Athens, Greece.
- Michailidis, E., & Cropley, M.** (2015, April). *Exploring the relationship between organizational injustice, embitterment and work-related rumination* (plan of study). Poster session presented at the PGR conference, University of Surrey, UK and at the SEDTC conference, University of Kent.
- Michailidis, E., & Banks, A.** (2015, January). *How does burnout cause risky decision making?* Poster session presented at the DOP Annual Conference (BPS), Glasgow, UK.

INVITED SPEAKER:

Michailidis, E. (2016). *Exploring possible predictors and consequences of embitterment in the workplace*, University of Aegean, Greece Summer School in NAXOS Education Life Long Learning and Local Development, July 11-24, 2016.

PEER-REVIEW DUTIES for

Psychological trauma: Theory, Research, Practice and Policy
Frontiers in Psychology, section Cognitive science

AWARDS AND ACADEMIC ACHIEVEMENTS

2015-2017 – Scholarship from A.G. Leventis Foundation

2015-2017 – Departmental bursary (Psychology Department)

2015 - 1st prize award for best poster presentation at the DOP Conference (BPS), UK

2010-2013 - Academic Achievement Scholarship 1000GBP from University of Surrey, U.K. (overall grade above 60% in Level 1).

2009 - Entry Scholarship (based on academic achievement) 1000GBP from University of Surrey, U.K.

2009 - Cyprus representative to the Greek Youth Congress.

ADDITIONAL QUALIFICATIONS

2014 – Teaching and Training Module (University of Surrey):

How people learn, Marking and Giving Feedback, Presenting, Managing People

2015 -Introductory CPD Teaching and Learning Workshops (University of Surrey): Assessment and Feedback Classroom Interaction, Evaluating Teaching Practice, Introduction to Teaching and Learning in HE, Microteaching, Technology Enhanced Learning

2015 – Certificate on Personal coaching (The Coaching Academy, London, UK)

2014 - Level A and Level B Certificate of Competence Testing in Occupational settings (Ability & Personality/Psychometric tests – accredited BPS test user)

RESEARCH COLLABORATORS

Professor Mark Cropley – University of Surrey

Professor Michael Linden - Charité Universitätsmedizin Berlin

Professor Sung Kil Min – Yonsei University, Seoul, Korea

Dr. Tanya Sidawi-Ostojic – The City College of the City University of New York, USA

Dr. Isil Karatuna - Kirklareli University, Turkey

ANNEX 2

PROFILES OF EXTERNAL CONSULTANTS / EXTERNAL EXAMINERS/ RESEARCH PARTNERS

CURRICULUM VITAE

PROFESSOR NANCY PAPALEXANDRIS

**Athens University of Economics and Business
76, Patission Street
Athens, 104-34
Greece**

**Home Address:
13, Loukianou Street
Athens, 106-75
Greece**

1. GENERAL PERSONAL DATA

PAPALEXANDRIS Nancy is Professor Emeritus of Human Resource Management and Academic Coordinator of the MSc Programme in Human Resource Management of the Athens University of Economics and Business. For the period 2001-2007 she has served as Vice-Rector for Academic Affairs and Personnel of her University and as representative of the Greek Rectors Conference at the European University Association for the period 2004-2007.

She has studied Business Administration and obtained her M.A. from New York University and her Ph.D. from the University of Bath in the U.K. She teaches Principles of Management, Human Resources Management, Organisational Behaviour, Public Relations, Business Communications and Intercultural Management. She has also taught in various E.U. Universities and in post-training and management development seminars in Greece and abroad.

Her research interests include human resource management, women in management, organisational behaviour, cross cultural management, small-medium enterprises, issues in public administration, public relations and communications. She has published articles in various international journals and has organised a number of international conferences. She was in charge of the Erasmus student exchanges, the Career Office and the Programmes of Practical Placement and Entrepreneurship of the Athens University of Economics and Business.

2. STUDIES

- Pierce College, Bachelor of Science in Business Administration, Athens 1966.
- New York University, Master of Arts in Business Education, with “Honours”, New York, USA, 1972.
- University of Bath, School of Management, Ph. D., Bath, U.K., 1986. Title of doctoral thesis: “Management Development Practices in Manufacturing Firms in Greece”.

3. PROFESSIONAL EXPERIENCE

A. Full-time Posts Held:

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS:

- Oct. 1974-Jan. 1987: Research Assistant at the “Chair of Business Economics”, Department of Business Administration.
- Febr. 1987-Sept. 1988: Acting Lecturer in various management topics.
- Oct. 1988-June 1989: Lecturer in Management at the Department of Business Administration.
- June 1989-July 1991: Lecturer in Management at the Department of Management Science and Marketing.
- July 1991-June 1995: Assistant Professor of Management at the Department of Management Science and Marketing.
- June 1995-June 2000: Associate Professor of Human Resource Management at the Department of Management Science and Marketing.
- June 2000-2011: Professor of Human Resource Management at the Department of Marketing and Communication.
- Sept. 2001-2007: Vice Rector of Academic Affairs and Personnel.
- Sept. 2001-2011: Head of the Career Office of AUEB
- Sept. 2001-2008: Academic Coordinator of the Erasmus Program of AUEB
- Sept. 2001-2008: Responsible of the Entrepreneurship Program of AUEB
- Sept. 2002-2011: Director of the Post Graduate Master’s Programme in Human Resource Management.
- Oct. 2011-2015: Academic Coordinator of the Post Graduate Master’s Programme in Human Resource Management.
- Oct. 2015-present day: Academic Advisor of the Post Graduate Master’s Programme in Human Resource Management.

B. Part-time Assignments:

- St. George Commercial College, Athens, Lecturer in accounting and business communications. Athens 1968-1970.
- Editorial Assistant and Translator of the Monthly Economic Bulletin, E.V.E.A. (Athens Chambre of Commerce and Industry), 1968-69.
- Saks Fifth Avenue, New York, Assistant Sales Manager, New York 1971-72.
- Member of the Board of Directors of the Athens and Piraeus Underground Railroad, 1980-1982.
- Professor of Business Administration, Deree College Athens 1985-86.
- Assistant Professor in Management, University of Piraeus, February-June 1989.
- Member of the Board of Directors of the Bank of Central Greece, July 1990-December 1994.
- Member of the committee for the modernisation and restructuring of the Ministry of Internal Affairs, 1990-1993.
- Member of the scientific committee for the evaluation of the study of the Greek Productivity Center: "Research on Manufacturing Companies in Greece", Athens 1993.
- IKY (National Scholarships Foundation), Member of committee for the restructuring of the Foundation, 1993.
- Vice President of the Institute of Human Resource Management of the Greek Management Association, 1996-2005.
- Member of the scientific committee evaluating the proceedings of the International Congress on "Small and Medium Enterprises", organised by ELKEPA in Rhodes, Sept. 1997.
- Member of the Editorial Board of the Scientific Journal "Employee Relations", published by UMIST, 1997-2012.
- Member of the committee for the selection of external technical expert for the modernisation of the Greek Postal Services, 1998.
- Member of the committee for the Organisation of the Training Centre of the Greek Postal Service, 1999.
- Member of the committee for the restructuring of the Greek Management Association, 1999.
- Member of the jury of KPMG's Awards for "Best HR Initiative", 2002 to present day.
- Member of the jury of the Greek Management Association's Award for the "Manager of the Year", 2003 to 2008.
- Member of the Board of the Research Center for Equality Issues 2004 to 2009.
- Member of the jury of the "Entrepreneur of the Year" Award organised by "Ernst and Young", Spring 2009.
- External Evaluator of the University of National Economy in Sofia, Bulgaria, December 2007.

- Member of the Training and Development Board of the General Federation of Greek Employees, 2004-2009.
- External Evaluator of Research Proposals for the Republic of Kazakhstan, 2011-2013.
- Head of the HR Committee of the Ministry of the Health in collaboration with the E.U. Task Force, 2012-2014.
- President of the Greek Association of University Women, 2013-present.
- Coordinator of the Committee of the Ministry of Culture for the re-organisation of Museum shops, 2014-2015.

4. COURSES TAUGHT AT THE UNIVERSITY

UNDERGRADUATE LEVEL

- Introduction to Business Administration
- Organisational Behaviour & Leadership
- Personnel / Human Resources Management
- Entrepreneurship
- Cross Cultural Management
- Public Relations.
- Gender issues in Management
- Corporate Social Responsibility

POSTGRADUATE LEVEL

- Human Resource Management at the following Postgraduate Programmes of AUEB:
 - Master in Human Resource Management (full time and part time)
 - MBA International
 - Master in Marketing and Communications with New Technologies (full-time and part-time)
 - Athens MBA-(Athens University of Economics and National Technical University of Athens)
- Public Relations at the Master in Marketing and Communications with New Technologies of AUEB
- Cross Cultural Management at the PR.I.MA. (Master Program in International Marketing) of AUEB
- Corporate Social Responsibility at the Master in Human Resource Management of AUEB
- Human Resource Management at the Executive MBA of the University of Cyprus
- Human Capital Development at the Executive MBA of the International Hellenic University, in Salonika

- Human Resource Management at the Master in Heritage Management offered jointly by the University of Kent and AUEB

5. LECTURER IN EXECUTIVE MANAGEMENT SEMINARS:

Lectures in Managerial topics given for EEDE (Greek Management Association), EOMMEX (Greek Organisation for Small and Medium Enterprises), EVEA (Greek Chamber of Commerce), ELTA (Greek Postal Service), Centre of Public Administration, Ministry of Education, DEI (Greek Public Power Corporation), XEN (Young Women's Association of Greece) and for private companies, such as EAB, DELTA, AEG, Asprofos, Barclays Bank, Emporiki Bank, Alpha Bank, Insurance Companies, Schneider Electric, Vodafone, Pharmaserv Lilly and others (1986 onwards).

6. VISITING LECTURER IN HUMAN RESOURCES MANAGEMENT AT THE FOLLOWING UNIVERSITIES:

- University Robert Schumman-Strasbourg, France
- Cranfield University, United Kingdom
- UMIST, Manchester, United Kingdom
- Copenhagen Business School, Denmark
- University of Lodz, Poland
- University of Cluj, Romania
- University of Economics, Moldavia.
- Technical University of Brno, Czech Republic
- MENDEL University of Brno, Czech Republic
- University of Cordoba, Spain
- University of Paris I, Sorbonne, Pantheon
- Stevens Institute of Technology, New Jersey, USA
- Management Development Institute, Gurgaon, India
- University of Rome La Sapienza, Italy
- Technical University of St. Gallen, Switzerland
- Corvinus University, Budapest, Hungary
- Ecole Supérieur de Gestion, Chambery, France

7. PARTICIPATION IN RESEARCH NETWORKS

- Participation in the EU programme FOCUS on the role of Organisational Culture under the coordination of the University of Leuven, Belgium.
- “Benchmarking Human Skills”, Research on Greek Manufacturing Companies, for the Greek Ministry of Development, part of a European Study for the European Commission, Athens 1999.
- Participation in the GLOBE International research project on Leadership and Organisational Culture in 61 countries. The project is coordinated by the Wharton Business School of Pennsylvania, U.S.A.
- Participation in the CRANET International research network on comparative research in Human Resource Management. The CRANET network conducts research in 25 countries and is coordinated by the Cranfield School of Management, in the UK. The research project took place in 1993, 1996, 2000, 2004, 2008 and 2014.

8. TEXTBOOK PUBLICATIONS

- Introduction to Business Administration, Benos Publications, Athens 1993, p. 1-113 (in collaboration with D. Bourantas) in Greek.
- Public Relations: Theory and Practice, Benos Publications, Athens 1994, p. 1-137.
- Introduction to Business Administration, Benos Publications, Athens 1998, pp. 1-210 (in collaboration with D. Bourantas) in Greek.
- Human Resource Management (in English), for ERASMUS students, Athens University of Economics and Business, 1998, in Greek.
- Public Relations: Theory and Practice (in English), Notes for ERASMUS students, Athens University of Economics and Business, 1998.
- Comparative Research in Human Resource Practices in Greece and Europe, 1st Edition, Benos Publications, Athens 2001, in Greek.
- Human Resource Management, Benos Publication, Athens 2005, pp. 1-528 (in collaboration with D. Bourantas) in Greek.
- Comparative Research in Human Resource Practices in Greece and Europe, 2nd Edition, AUEB Publications, Athens 2008.
- Comparative Research in Human Resource Practices in Greece and Europe, 3rd Edition, AUEB Publications, Athens 2012, in Greek.
- Comparative Research in Human Resource Practices in Greece and Europe, 4th Edition, Benos Publications, Athens 2016, in Greek
- Public Relations: Communication practices in modern organizations, (in Collaboration with D. Lyberopoulos), Benos Publications, Athens 2014, in Greek.
- Human Resource Management, Benos Publication, Athens 2016, pp. 1-694 (in collaboration with D. Bourantas) in Greek

9. VARIOUS ACTIVITIES WITHIN THE ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

- Member of the Organising Committee of the International Congress of the International Institute of Public Finance organised in Athens in August 1986.
- Member of the Organising Committee of the International Congress of the European Academy of Marketing organised in Athens in April 1989.
- Member of the Organising Committee of the International Congress of the International Economic Association organised in Athens in August 1989.
- Representative of the Greek Rectors' Conference at the E.U.A. (European University Association) from 2003-2007.
- Representative of Athens University of Economics and Business at various TEMPUS Networks, with Universities of Romania, Poland, Moldavia, Czech Republic, Morocco, Jordan, Lebanon, Uzbekistan etc.
- Participation and organisation of the Career Days of the Athens University of Economics and Business from 1993 to 2012.
- Supervision of Doctoral Thesis of Ioannis Spanos, Irene Nikandrou, Kleopatra Veloutsou, Leda Panayotopoulou, Eleanna Galanaki, Mirto Raafailidou, Cleopatra Delliou and Alexandra Chitiri.
- Supervision of Master theses of aprox. 150 Postgraduate Students of the Athens University of Economics and Business.
- Participation in several evaluation committees for the election of lecturers, assistant professors, associate professors and full professors at the Athens University of Economics and Business, at the University of Piraeus, at the Aristoteles University of Salonica, at the University of Macedonia, at the University of Aegean, at the University of Thessaly, at Panteion University, at the Charokopeio University at the Greek Open University, at the University of Peloponese and at University of the Thessaly.
- Responsible for further training of teachers of secondary education in issues of Professional Orientation in the Educational Center (KEK) of the Athens University of Economics and Business, October-May 2000.
- Organiser of the 1st, 2nd, 3rd, 4th, 5th and 6th International Conference in "Human Resource Management: Trends and Challenges" (www.mbc.aueb.gr/hrconference), with the participation of 15 foreign Professors and 300 HR managers from both the private and public sector. Guest speakers:
 - a. Chris Brewster, October 1997, b. Geert Hofstede, October 2002, c. Shawn Tyson, May 2005, d. Denise Rousseau, May 2008, Ellen Kosec, May 2010, David Guest, May 2012.

10. ACADEMIC PUBLICATIONS

1. Papalexandris N., (1988), "Measuring the Effectiveness of an External Management Training Seminar in Greece", *Management Education and Development*, Volume 19, Part 1, p.p. 22-29.
2. Papalexandris N., (1998), "Factors Affecting Management Staffing and Development: The Case of Greek Firms", *European Management Journal*, Volume 6, No.1, pp. 67-72.
3. Papalexandris N., (1998), "Management Development: Better Understanding and Practice through a Link with Management Theory", *Journal of European Industrial Training*, Volume 12, No.4.
4. Papalexandris N., Bourantas D., (1990), "Sex Differences in Leadership: Leadership Styles and Subordinate Satisfaction", *Journal of Managerial Psychology*, Vol. 5, No.4.
5. Papalexandris N., (1990), "A Comparative Study of Human Resources Management in Selected Greek and Foreign-owned Subsidiaries in Greece" in *International Comparisons in Human Resource Management*, edited by S. Tyson and C. Brewster, Pitman Publishing Co.
6. Papalexandris N., Bourantas D., (1991), "Attitudes towards Women as Managers: the Case of Greece", *International Journal of Human Resource Management*, Vol.2, No.2.
7. Papalexandris N., (1992) "Environmental Constraints on Management in Greek Manufacturing Firms", in *The Enterprise in Greece and Europe, 19th - 20th Century*, Societe Franco-Hellenique Interdisciplinaire, Athens.
8. Papalexandris N., Bourantas D., (1992), "Variables Affecting Organizational Commitment: Private- versus Publicly-Owned Organizations in Greece", *Journal of Managerial Psychology*, Vol.7, No.1.
9. Papalexandris N., "Greece", (1992), *The European Human Resource Management Guide*, edited by Chris Brewster, Ariane Hegewisch, Terry Lockhart & Len Holden, Academic Press.
10. Papalexandris N., "Human Resource Management in Greece", (1992), *Employee Relations*, Vol.14, No.4.
11. Papalexandris N., Bourantas D., (1993), "Differences in Leadership Behaviour and Influence between Public and Private Organisations in Greece", *International Journal of Human Resource Management*, Vol.4, No.4.
12. Papalexandris N., (1994), "Human Resource Management in Greece", *European Developments in Human Resource Management*, edited by Chris Brewster & Ariane Hegewisch, Kogan Page.
13. Papalexandris N., "Greece", (1995), in *Human Resource Management in Western Europe*, edited by Ingrid Brunstein, Walter de Gruyter.
14. Papalexandris N., (1996), "Downsizing and Outplacement: the Role of Human Resource Management", *International Journal of Human Resource Management*, Vol.7, No.3, Sept. 1996.

15. Papalexandris N. & Kramar R., (1997), "Flexible Working Patterns: Towards Reconciliation of Family & Work", *Employee Relations*, Vol.19, No.6.
16. Papalexandris N. & Bourantas D., (1999), "Personality Traits Discriminating Employees between Public and Private Sector Organizations", *International Journal of Human Resource Management*, Vol. 10, No. 5.
17. Papalexandris, N., (1999), "Cultural Influences on leadership and organizations: Project GLOBE", in *Advances in Global Leadership* edited by W.H. Moley, JAI Press.
18. Nikandrou, I, Bourantas, D., & Papalexandris, N., (2000), "Gaining Employee Trust after Acquisition: Implications for Managerial Action", *Employee Relations* 22(4).
19. Papalexandris, N., (2000), "Flexible Working Patterns", in *New Challenges for European Human Resource Management*, edited by C. Brewster, W. Mayrhofer and M. Morley, Macmillan Press.
20. Papalexandris, N., & Nikandrou, I., (2000) "Benchmarking Employee Skills: Results from Best Practice Firms in Greece", *Journal of European and Industrial Training* 24(7).
21. Papalexandris N., & Chalikias J., (2002), "Changes in training, performance management and communication issues among Greek firms in the 1990s: Inter-country and intra-country comparisons", *European Industrial Training*, Vol. 26, No 7, pp. 342-352.
22. Papalexandris N., and Panayotopoulou L., (2004), "Exploring the Mutual Interaction of Societal Culture and Human Resource Management Practices: Evidence from 19 Countries", *Employee Relations*, Vol. 26 No. 5.
23. Panayotopoulou, L. and Papalexandris, N., (2004), "Examining the Link Between Human Resource Management Orientation and Firm Performance", *Personnel Review*, Vol. 33, No. 5, pp. 499-520.
24. Papalexandris, N., and Stavrou, E., (2004). "Human Resource Management in the Southeastern Mediterranean Corner of Europe: The Case of Italy, Greece and Cyprus", *Human Resource Management in Europe. Evidence of Convergence?*, in Brewster, C. Mayrhofer, and Morley, M. (eds), Burlington, MA: Elsevier Butterworth-Heinemann).
25. Galanaki, E., and Papalexandris, N., (2005), "Outsourcing of Human Resource Management Services in Greece" *International Journal of Manpower*, Vol. 26, No 4, pp 382-396.
26. Nikandrou I., Apospori, E., and Papalexandris N., (2005), "Changes in HR in Europe: A Longitudinal Comparative Study Among Eighteen European Countries", *Journal of European Industrial Training*, Vol. 29, No. 7, pp. 541-560
27. Papalexandris, N., and Nikandrou, I., (2005), "The Role of HRM in Mergers and Acquisitions", *Human Resource Management Journal*.
28. Apospori, E., Papalexandris, N. and Galanaki E., (2005), "Entrepreneurial and Professional CEOs: Differences in Motive and Responsibility Profile", *Leadership and Organization Development Journal*, Vol. 26, No 2, pp 141-142.

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41. Galanaki, E., Papalexandris, N. and Chalikias J., (2009) "Revisiting leadership styles and attitudes towards women as managers in Greece: 15 years later", *Gender in Management: An International Journal*, Vol. 24, Numbers 7 and 8.
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11. Conference Papers

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2. Papalexandris N., (1996), "European and Greek Human Resource Management: Contrasts and Similarities", paper presented on the *Fifth Conference on International Human Resource Management*, San Diego, California.
3. Papalexandris, N., (1997) "Issues and Prospects of Internationalization among Greek SME's", *24th International Small Business Congress*, Taipei, Taiwan.
4. Papalexandris N., (1998), "Flexible Working Patterns in Greek SME's", *25th International Small Business Congress*, Sao Paulo, Brazil.
5. Papalexandris, N., (1999), "Understanding and Measuring Organizational Culture", *Conference of the Dansk Management Forum*, Copenhagen Business School.
6. Papalexandris, N., & Panayotopoulou, L., (2000), "Exploring the Strategic vs Administrative Role of HRM within the Greek Context" *Conference of Cranfield Network on European HRM*, Varna, Bulgaria.
7. Papalexandris N., and Chalikias J., (2001), "Changing Picture of HRM Functions among Greek Firms in the 90's: Intercountry and Intracountry Comparisons", *Global Human Resource Management Conference*, Barcelona.

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8. Papalexandris N. and Nikandrou I., (2001), "The Role of HRM in Mergers and Acquisitions", *Proceedings of the International Conference on HRM*, Cyprus.
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10. Galanaki, E. and Papalexandris, N. (2003). "Outsourcing of Human Resource Management Services in Greece: An exploratory study", *7th Conference on International Human Resource Management*", Limerick, Ireland, 4- 6 June 2003
11. Papalexandris N., (2004), "Factors Affecting Internationalization of Small-Medium Firms: Implications for Managerial Practice and Research", *International Association for Chinese Management Research*, Beijing, China, 17-20 June 2004.
12. Apospori, E., Nikandrou, I. and Papalexandris, N., (2004), "The Dynamics of Human Resource Management in Greece: A Comparative Study Based on Three Waves of Data", *International Human Resource Management Conference*, Reykjavik, Iceland.
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15. Galanaki, E. and Papalexandris, N. (2006), "A Decision Model for Outsourcing of Training Functions: Distinguishing Among Generic and Firm or JobSpecific Training Content", *21st Strategic HRM Workshop, EIASM, Aston Business School*, Birmingham, UK, 29/3/06-1/4/06.
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18. Papalexandris, N. (2006), "Labour Flexibility in Greek SMEs", Paper presented at the *14th World Congress, of the International Industrial Relations Association*, Lima Peru, 11-19 September 2006.
19. Papalexandris, N. (2006), "Succession Planning and Leadership Development", paper presented at the *National HR Development Network Conference*, The Future of Work: Mastering Change, New Delhi, India, 3-5 November 2006.

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21. Papalexandris, N., Galanaki E., Alas, R., and Niglas K., (2007), "Managerial values and employee commitment in a cultural context". *Annual Meeting of the Academy of Management, Doing Well By Doing Good*, Philadelphia, 3-8 August, 2007.
22. Papalexandris, N., Galanaki E., Alas, R., and Niglas K., (2007), "Managerial values and employee commitment in a cultural context". *5th International Conference of the Iberoamerican Academy of Management*, Santo Domingo, Dominican Republic, 6-8 December 2007.
23. Papalexandris, N., (2010), Work Family Balance in SMEs: The Role of Flexible Working Paterns, *11th International HRM Conference*: Aston Business School, Birmingham, UK9-12 June 2010.
24. Papalexandris, N., and Panayotopoulou L., (2010), "Human Resource Management Across Countries", *11th ISMD International Conference on Markets and Development*, Hanoi, 5-8 January 2010.
25. Papalexandris, N., (2010), "Staff Motivation and Job Satisfaction" *International Conference of AHRMIO*, (Assosiation of HR Managers in International Organizations), Salonika, 10-12 September 2010.
26. Papalexandris, N. and Galanaki, E. (2010). "Confirming Desired Leadership Styles: Globe Research in Greece, 15 years later", *ILA Conference, Boston, USA*, 27-30 October 2010.
27. Papalexandris, N., (2010), "Leadership Education in Greece". *The 12th Annual ILA Conference: Time for Action*, Boston, USA 27-30 October 2010.
28. Galanaki, E. and Papalexandris, N. (2011). Exploring Workplace Bullying in Greece: Frequency of occurrence and handling of measurement issues, under the light of previous research findings at the international level. *European Academy of Management 2011 Conference: Management Culture in the 21st Century*, Tallinn, Estonia, 1-4 June, 2011.
29. Papalexandris, N. and Galanaki, E. (2011). Desired Leadership Styles and the connection with the Ancient Greek Philosophy: results from the Globe Research in Greece, 1995-2010. *Conference on Leadership and Management in a Changing World: Lessons from Ancient East and West Philosophy*. Athens, Greece, 12-14 June 2011.
30. Galanaki, E. and Papalexandris, N. (2011). Terror in the Workplace: Does Organizational Culture Foster Workplace Bullying? *4th Annual EuroMed Conference "Business Research Challenges in a Turbulent Era"*, Elounda, Crete, Greece, 20 - 21 October 2011.
31. Papalexandris, N., (2011), "Developing Leadership Skills for Future Managers", *International Conference, Rethinking Business and Business Education in the Age of Crisis*, Chios, 20-22 October.

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33. Papalexandris, N. and Galanaki, E. (2011). Do the modal leader attributes change over time? An insight to the universalistic nature of leadership through a longitudinal research in Greece. *International Conference of Global Human Resource Management*, Israel, 22-25 November, 2011.
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35. Galanaki E. and Papalexandris, N. (2013). Leadership Behaviors to enhance inclusion: Evidence from a Greek survey. *6th Equality, Diversity and Inclusion International Conference*, Athens, Greece 1-3 July 2013.
36. Papalexandris, N. (2013). "The role of the University Career Office in students' career planning and development" *Tempus Conference*, El Jadida, Morocco, February 2013.
37. Papalexandris, N. (2013). "HR Practices in Greece: Ways to face unemployment and empower people", *Interuniversity Graduate Workshop*, University of Rome, La Sapienza, Rome April 2013.
38. Papalexandris, N. and Galanaki E. (2014). Does Gender of Employees Influence their Preference for Leadership Behaviors? An empirical study among firms in Greece. *5th LAEMOS Colloquium "Constructing Alternatives: How can we organize for alternative social, economic, and ecological balance?"*, La Havana, Cuba, 2-5 April 2014.
39. Papalexandris, N. (2014). Sustainability: a new challenge for HRM, *7th Conference on HRM in Europe*, Athens 2014.
40. Galanaki E. and Papalexandris, N. (2014). An Exploration and Discussion of the Recession Effects on Diachronic Trends in HRM Outsourcing: The Case of Greece. *13th IHRM Conference (International Human Resource Management)*, Krakow, Poland, 24 – 27 June, 2014.
41. Papalexandris, N. and Nikandrou, I. (2014). Linking Sustainability with HR practices: A new road to competitiveness. *International Conference on Sustainability, Competitiveness, Urban and Regional Development*, University of Pecs, Hungary, 27-28 November 2014.
42. Papalexandris, N. (2015). Women in Leadership, *2nd Annual HR Minds Forum*, Frankfurt, 29-30 January 2015.
43. Papalexandris, N. (2015). Sustainability as a strategic tool for HR. *8th Mastering HR Summit*, Bogazici University, Istanbul, Turkey, 26-27 May 2015.
44. Galanaki E. and Papalexandris, N. (2015). Demographic challenges for the business leader of the future: Evidence from a Greek survey. *2015 European Academy of Management Conference*, Warsaw, Poland, 17-20 June 2015.

45. Papalexandris, N. and Galanaki, E. (2015). Current findings on ideal leadership and their link with ancient Greek philosophy: implications for leadership development. *31st EGOS Colloquium: Reason, Reflexivity and Responsibility*, Athens, Greece, 2 – 4 July, 2015.
46. Papalexandris, N. and Stavrou, E. (2015). Key HRM Trends and Challenges in the Mediterranean Europe. *31st EGOS Colloquium: Reason, Reflexivity and Responsibility*, Athens, Greece, 2 – 4 July, 2015
47. Papalexandris, N. and Galanaki E. (2015). Current findings on ideal leadership and their link with ancient Greek philosophy: implications for leadership development. *31st EGOS Colloquium: Reason, Reflexivity and Responsibility*, Athens, Greece, 2 – 4 July, 2015
48. Papalexandris, N (2015) Gender Balance in Company Boards and its Impact on Economic Development, *5th Gender Summit*, Cape Town, S. Africa, 28-30 April
49. Papalexandris, N. (2015) Results from CRANET Survey in Greece, *Annual Conference, Economic University of Bratislava*, Oct.2015
50. Papalexandris N., (2016) Coping with Gender Issues in Times of Crisis: the case of Greece, *8th International Conference, "An Enterprise Odyssey: Saving the Sinking Ship through Human Capital"*, Zagreb 8-11 June.
51. Lazazzara, A.; Galanaki, E. and Papalexandris, N. (2016). E-HRM adoption and diffusion: a cross-national application of diffusion of innovation and institutional theories. *XIII Conference of the Italian Chapter of AIS ICT and innovation: a step forward to a global society*. 7th - 8th of October, 2016 – Verona, Italy
52. Papalexandris N., (2017) Economic Crisis and its Impact on Women in Greece, *13th European Sociological Association Conference*, 28 Aug. – 1 Sept. 2017, Athens
53. Papalexandris, N. (2017) Sustainable HR: a prerequisite for workplace justice, European Business Ethics Network (EBEN) Research Conference, The Economy and the Idea of Justice, 6-8 Sept., Athens
55. Papalexandris, N. (2017) Cranet Survey and its practical implications for HR during the Greek economic crisis, X Annual Conference, "Problems, Hypothesis, Research", National Research University, Faculty of Business and Management, Moscow Nov 23-24, 2017.
56. Papalexandris, N. and Galanaki E. (2017). Demographic challenges for the business leader of the future: Evidence from a Greek survey. *3rd Global Conference on International HRM*, New York, May 18-20, 2017
57. Papalexandris, N. and Galanaki E. (2017). Leadership behaviors for the inclusive leader: Followers' perspective. *2nd Interdisciplinary Perspectives on Leadership Symposium*, Mykonos, Greece, May 4-6, 2017
58. Papalexandris, N. (2018) Enhancing meaningful work through HR Practices, *7th Latin American and European Meeting on Organizational Studies (LAEMOS 2018)*, Buenos Aires 22-24 March (accepted for presentation)

FACULTY DIRECTORY

Françoise CHEVALIER

Associate Professor

Management and Human Resources

BIOGRAPHY PUBLICATIONS RÉSUMÉ RESEARCH AREAS

Françoise Chevalier is graduated from La Sorbonne (Ms in Litterature), Institut d'Etudes Politiques Paris (Ms in Sociology), Paris-Est University (Ms in Management), HEC Paris (Doctorate) and Paris-Est University (HDR). She is in charge of the Ph.D. Specialization in Human Ressources Management and Organization. She was a visiting scholar at Berkeley University. She is a regular visiting professor in China, Vietnam and Indonesia, Iran and Lebanon, Algeria, Marroco and Senegal.

Her research interests concern Organizational Change and Managerial Innovation, Human Resources Management, Creativity and Pedagogy . She is specialized in qualitative and longitudinal research methods. Françoise Chevalier is a member of the research committee at HEC and research expert for ANRT (Agence Nationale de la Recherché et de la Technologie/Technology and Research National Agency). She is Vice-President in charge of Pedagogy for AGRH (Human Ressource Management Academic Association)

Françoise Chevalier has published several books, carried out researches and organized conferences and workshops. She has also published a variety of articles both in academic and professional journals.

[Back to faculty directory](#)

JavaScriptSettings

CURRICULUM VITAE

John Robert Thompson

PRESENT POSITION: Visiting Lecturer (Human Resource Management)

WORK ADDRESS: The Claude Littner Business School
University of West London
Boston Manor Road
Brentford
Middlesex TW8 9GA

QUALIFICATIONS: BA (Honours), History (1968), MA (2008)
Cambridge University

Certificate in Personnel Management (1971)
Polytechnic of Central London

Postgraduate Certificate, Learning & Teaching
(2000) Thames Valley University

MA, Learning & Teaching (2008)
Thames Valley University

TEACHING EXPERIENCE:

Programme Leader for all postgraduate HRM programmes (until 2012)

Module Leader for the 'Developing Skills for Management', 'Employee Reward' and 'Employment Relations' modules (until 2012)

Supervision of Management Research Reports and Dissertations

CONFERENCE PRESENTATION:

2009: Paper presented to the 2009 Elsin conference, Switzerland on part-time students' study patterns:

Thompson, J.R. (2009) "An exploration of the ways in which part-time students postgraduate students manage their study time" in Learning in higher education - how style matters. Proceedings of the 14th Annual Conference of the European Learning Styles Information Network [ELSIN XIV] Brno: Tribun EU

PROFESSIONAL DEVELOPMENT SINCE 2012:

Regular attendance at workshops and seminars organised by University of West London, eg, the annual Learning & Teaching conference

Regular participation in the Employee Reward Forum of the Chartered Institute of Personnel & Development [CIPD] and at meetings of the West London Branch of CIPD

Devising and writing new modules for the BSc HRM, Postgraduate Diploma HRM and MA HRM courses at the University of West London

Teaching on the Developing Skills for Management and Dissertation modules

PROFESSIONAL MEMBERSHIPS:

Chartered Member of the CIPD
Fellow of the Higher Education Academy

OTHER APPOINTMENTS:

External Examiner for HRM postgraduate modules at Buckinghamshire New University, September 2013 to July 2017

Employment Adviser, Citizens Advice Elmbridge West, January 2017 to date

PREVIOUS WORK EXPERIENCE:

1995 to date:	Lecturer at TVU/UWL (part-time since 2006)
1987-1995:	Director of Personnel, Ealing College of Higher Education, then Thames Valley University
1981-1987:	Education Officer (Further Education), London Borough of Ealing
1969-1981:	Personnel Officer roles in British Aircraft Corporation, International Computers Limited & Local Government

March 2018

ANNEX 3

UPDATED PROGRAMME STRUCTURE AND CONTENT

COURSE DISTRIBUTION (Yearly Mode)

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Yearly mode	Total periods/ Yearly mode	Number of ECTS
1	Compulsory	Strategic Management	STM943	3	55	28	84	12
2	Compulsory	Managing Human Resources	MHR915	3	55	28	84	12
3	Compulsory	Organisational Behaviour	ORB903	3	55	28	84	12
4	Compulsory	Research Methods	RM902	3	55	28	84	12
5	Compulsory	Strategic Human Resource Management	SHRM917	3	55	28	84	12
6	Compulsory	Dissertation	DIS900					18
7	Elective	International Human Resource Management	IHR918	3	55	28	84	12
8	Elective	Employment Law	EIR919	3	55	28	84	12
9	Elective	Ethics & Corporate Social Responsibility	ECR952	3	55	28	84	12

TEACHING PERSONNEL, COURSES AND TEACHING PERIODS IN THE PROGRAMME OF STUDY

A/A	Name and Surname	Discipline / Specialisation	Teaching courses in the programme of study under evaluation (MSc Human Resource Management & Corporate Strategy)		
			Code	Course title	Periods/ week
1	Dr Fotis Pavlou	PhD in Human Resource Management MSc. In HRM & IR BSc in Business Administration	MHR915	Managing Human Resources	3
2	Myria Kkali	PhD Marketing (expected December 2018) MA Marketing BA Management Studies	ECR952	Ethics & Corporate Social Responsibility	3
3	Prof Andreas Hadjis	PhD Management MBA BSc Maths & Physics	RM902 STM943	Research Methods Strategic Management	3 3
4	Dr Evie Michailidis	BSc in Psychology MSc in Occupational and Organizational Psychology, PhD in Psychology at the University of Surrey, UK.	IHR918	International Human Resource Management	3

5	Dr.Celia Hadjichristodoulou	BSc in Accounting and Finance. (MPhil) in Management Studies at Cambridge University, PhD in HR	HCO916	Organisational Behaviour	3
6	Dr Christina Tsolaki	BSc in Business Administration Master's degree in Business Administration (Executive MBA) (DBA) with specialization in HRM	SHRM917	Strategic Human Resource Management	3
7	Marios Charalambides	Certified Labour (Employment) Relations Officer MSc Business Management BSc (Hons) Accounting and Finance	EIR919	Employment Law	3

TABLE 4: TEACHING PERSONNEL, QUALIFICATIONS, AND TOTAL TEACHING PERIODS

A/A	Name and Surname	Qualifications	Rank*	FT/PT**	Programme of Study	Periods/ week
1	Dr Fotis Pavlou	PhD in Human Resource Management MSc. In HRM & IR BSc in Business Administration	Vis L	PT	MSc Human Resource Management and Corporate Strategy	3
2	Myria Kkali	PhD Marketing (expected December 2018) MA Marketing BA Management Studies	L	FT	MSc Human Resource Management and Corporate Strategy	3
3	Prof Andreas Hadjis	PhD Management MBA BSc Maths & Physics	P	FT	MSc Human Resource Management and Corporate Strategy	6
4	Dr Evie Michailidis	BSc in Psychology MSc in Occupational and Organizational Psychology, PhD in Psychology	Vis L	PT	MSc Human Resource Management and Corporate Strategy	3

5	Dr Celia Hadjichristodoulou	BSc in Accounting and Finance. (MPhil) in Management Studies, PhD PhD in HR	L	FT	MSc Human Resource Management and Corporate Strategy	3
6	Marios Charalambides	Certified Labour (Employment) Relations Officer MSc Business Management BSc (Hons) Accounting and Finance	L	FT	MSc Human Resource Management and Corporate Strategy	3
7	Dr Christina Tsolaki	BSc in Business Administration Master's degree in Business Administration (Executive MBA) (DBA) with specialization in HRM	Vis L	PT	MSc Human Resource Management and Corporate Strategy	3

* Rank: Professor (P), Associate Professor (Assoc. P), Assistant Professor (Assis. P), Lecturer (L), Special Teaching Personnel (STP), Visiting Lecturer (Vis. L), Visiting Professor (Vis. P), Special Scientist (SS), Lab Assistant (LA)

** Full Time (FT), Part Time (PT)

LIST OF COMPULSORY COURSES AND ELECTIVE COURSES

Full- Time Mode Module Allocation (14 months)		
Module Type	Module Name	Module Code
Compulsory	Strategic Management	STM943
Compulsory	Managing Human Resources	MHR915
Compulsory	Organisational Behaviour	ORB903
Compulsory	Research Methods	REM902
Compulsory	Strategic Human Resource Management	SHR917
Compulsory	Dissertation	THE900
	Choose One subject only	
Elective	International Human Resource Management	IHR918
Elective	Employment Law	EIR919
Elective	Ethics & Corporate Social Responsibility	ECR952

Part-Time Mode Module Allocation (24 months)			
Year	Module Type	Module Name	Module Code
1	Compulsory	Strategic Management	STM943
1	Compulsory	Managing Human Resources	MHR915
1	Compulsory	Organisational Behaviour	ORB903
2	Compulsory	Strategic Human Resource Management	SHR917
2	Compulsory	Research Methods	REM902
2	Compulsory	Dissertation	THE900
		Choose One subject only	
2	Elective	International Human Resource Management	IHR918
2	Elective	Employment Law	EIR919
2	Elective	Ethics & Corporate Social Responsibility	ECR952

COURSE DESCRIPTION

Course Title	Strategic Management				
Course Code	STM943				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Yearly course				
Teacher's Name	Prof. Andreas Hadjis				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This module aims to:</p> <p>A1. Enable students to develop a critical and informed understanding of the business environment in which organisations operate and of the business opportunities.</p> <p>A2. Equip students with a range of tools and concepts of strategic analysis and business modelling that will enable them to assess the strategic position of business organisations.</p> <p>A3. Develop strategic thinking and vision that can be utilised in formulating strategies, evaluating options and implementing strategic decisions.</p>				
Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO.1 Have developed knowledge of relevant strategic management frameworks to successfully carry out external analysis and apply this knowledge in a wide variety of contexts.</p> <p>LO.2 Have developed knowledge of relevant strategic management frameworks to successfully address internal analysis.</p> <p>LO.3 Be able to analyse and evaluate case study information in a critical and informed way.</p> <p>LO.4 Be able to identify key issues, evaluate alternatives and make conclusions based on thorough analysis</p> <p>LO.5 Be adept at accessing, selecting and utilising a variety of business information sources</p> <p>LO.6 Be able to formulate business reports and make appropriate strategy recommendations</p>				
Prerequisites	None	Required			

Course Content	<p>Week 1: Introducing Strategy</p> <p><u>Part I: The Strategic Position</u></p> <p>Week 2: Macro-environment analysis-Analysing the External Environment of the Firm</p> <p>Week 3: Micro-environment analysis-Analysing the Internal Environment of the Firm</p> <p>Week 4: Industry and sector analysis</p> <p>Week 5: Resources and capabilities as a basis of competitive advantage</p> <p>Week 6: Diagnosing Resources and capabilities</p> <p>Week 7: Stakeholders and Governance</p> <p>Week 8: History and culture</p> <p>Week 9: Part I Case Study on Strategic Position</p> <p><u>Part II: Strategic Choices</u></p> <p>Week 10: Business Strategy and models</p> <p>Week 11: Corporate Strategy and Diversification</p> <p>Week 12: International Strategy</p> <p>Week 13: Entrepreneurship and Innovation</p> <p>Week 14: Mergers, acquisitions and alliances</p> <p>Week 15: Part II Case Study on Strategic Choices</p> <p>Week 16: Guest speaker lecture</p> <p><u>Part III: Strategy in action</u></p> <p>Week 17: Evaluating Strategies</p> <p>Week 18: Strategy Development Processes</p> <p>Week 19: Organising and strategy</p> <p>Week 20: Leadership and strategic change</p> <p>Week 21: The practice of strategy</p> <p>Week 22: Part II Case Study on Strategy in action</p> <p>Week 23: Managing Innovation: E-strategy Case</p> <p>Week 24: Strategic management research</p> <p>Week 25: Revision</p> <p>Weeks 27-28: Examinations</p>
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Teaching Methodology	This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>KEY TEXT</u></p> <p>Johnson, G., Whittington, R., Scholes, K., Angwin, D., and Regner, P. (2017) <i>Exploring Strategy</i>. 11th Ed, FT Prentice Hall.</p> <p><u>RECOMMENDED READING</u></p> <p>Burns, P. (2016) <i>Entrepreneurship and Small Business: Start-Up, Growth and Maturity</i>, 4th ed., Palgrave</p> <p>Pitt, M., and Koufopoulos D, N. (2012) <i>Essentials on Strategic Management</i></p> <p><u>KEY JOURNALS</u></p> <p>Harvard Business Review</p> <p>Long Range Planning</p> <p>Strategic Management Journal (SMJ)</p> <p>Business Strategy Series</p> <p>Journal of Business Strategy</p> <p>Journal of Strategy and Management</p> <p>Strategy & Leadership</p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	Managing Human Resources				
Course Code	MHR915				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Yearly Course				
Teacher's Name	Dr Fotis Pavlou				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The aims of this course are to:</p> <p>A1. Give students an introduction to the key elements of human resource management</p> <p>A2. Demonstrate how the social sciences can assist in understanding the management of human resources; and to examine and evaluate human resource policies and practices of organisations</p> <p>A3 Students will acquire fundamental knowledge of critical functions, which include human resources planning, recruitment, selection, performance management, compensation, training and development, employee relations.</p> <p>A4. Develop students' ability to analyse and critically evaluate HR policies and practices</p> <p>A5. Appreciate the critical role played by HRM in contributing to the performance and success of every organisation</p>				
Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO1. Demonstrate people management skills essential for HR work such as: selection interviewing; appraisal interviewing; disciplinary interviewing; delivering training; making presentations; project management and managing performance.</p> <p>LO2. Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.</p> <p>LO3. Identify and critically evaluate major contemporary research and debates in the fields of human resource management and human resource development.</p>				

	LO4.Apply new and creative responses to HR problems and practices in a practical setting LO5 Design appropriate combinations of HR policies and practices as a response to organizational problems		
Prerequisites	None	Required	
Course Content	Week 1: The historic development of HRM; Introduction to contemporary HRM Week 2:Why are HR policies, programmes and plans so important Week 3: Part I Case Study on HRM Part I: Recruitment, Placement, and Talent Management Week 4: Job Analysis and the Talent Management Process Week 5: Personnel Planning and Recruiting Week 6: Employee Testing and Selection Week 7: Interviewing Candidates Week 8: Part I Case Study on Recruitment, Placement, and Talent Management Part II: Training and Developing Week 9: Training and Developing Employees Week 10: Learning and Development Week 11: Performance Management and Appraisal Week 12: Employee Motivation and Performance Week 13: Managing Careers and Retention Week 14: Part II Case Study on Training and Developing Part III: Compensation Week 15: Establishing Strategic Pay Plans Week 16: Pay for Performance and Financial Incentives Week 17: Part IV Case Study on Compensation Part IV: Enrichment Topics in Human Resource Management Week 18: Health, Safety, Well-being and Work-life Balance Week 19: Diversity and Equality Week 20:Employability and global Human resources		

	<p>Week 21: Managing Human Resources in Small and Entrepreneurial Firms</p> <p>Week 22: Ending the Employment Relationship</p> <p>Week 23: How organisational variables may influence appropriate choices of HR policies and practises.</p> <p>Week 24: Part IV Case Study on Enrichment Topics in Human Resource Management</p> <p>Week 25: Course Wrap up and take aways</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXTS</u></p> <p>Dessler, G. (2017), Human Resource Management, Pearson</p> <p><u>RECOMMENDED READING</u></p> <p>Armstrong, M., & Taylor, S. (2014), <i>Armstrong's Handbook of Human Resource Management Practice</i>, Kogan Page Publishers.</p> <p>Stella M. Nkomo and Myron D. Fottler Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders, 7th Edition.</p> <p><u>KEY ACADEMIC JOURNALS</u></p> <p><i>Personnel Review</i></p> <p><i>Human Resource Management Journal</i></p> <p><i>HR Magazine</i></p> <p><i>The International Journal of Human Resource Management</i></p> <p><i>Human Resource Management Review</i></p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include</p>

	judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	Organisational Behaviour				
Course Code	ORB903				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Yearly Course				
Teacher's Name	Dr Celia Hadjichristodoulou				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The aims of this course are to:</p> <p>A1. Provide the student with the basics of organizational behavior related to management</p> <p>A2. Focus on translating management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development</p> <p>A3. Address issues such as workforce motivation, incentives, team building and office environments and how we can best manage the dynamics of organizational change.</p> <p>A4.Examine the contemporary principles, techniques and research findings in management and organizational behavior that are driving high performance and continuous improvement in business today</p> <p>A5.Provide the student with an understanding about Diversity in Organization, Attitudes and Job Satisfaction, Personality and Values, Perceptions and Individual Decision Making, Motivation Concepts, Communication, Leadership, Power and Politics, and Conflict and Negotiation. Organization culture, Change and Stress Management.</p> <p>A6.To provide the student with an understanding of management and organizational behavior, concepts associated with continuous improvement in individual and group processes.</p>				

Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO1 . Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.</p> <p>LO2. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.</p> <p>LO3.Understand the dynamics of Group Behavior</p> <p>LO4. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.</p> <p>LO5.Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.</p> <p>LO6.Explain how organizational change and culture affect working relationships within organizations. Describe the importance of transforming to multicultural organizations.</p>		
Prerequisites	None	Required	
Course Content	<p>Week 1: Introduction to the module</p> <p>Part I: The Individual</p> <p>Week 2: What is Organisational Behaviour</p> <p>Week 3: Diversity in Organizations</p> <p>Week 4: Attitudes and Job Satisfaction</p> <p>Week 5: Emotions and Moods</p> <p>Week 6: Personality and Values</p> <p>Week 7: Perception and Individual Decision Making</p> <p>Week 8: Motivation Concepts and Applications</p> <p>Week 9: Employee's Engagement</p> <p>Week 10: Part I Case Study on The Individual</p> <p>Part II: The Group</p> <p>Week 11: Foundations of Group Behaviour</p> <p>Week 12: Understanding Work Teams</p>		

	<p>Week 13: Communication</p> <p>Week 14: Leadership</p> <p>Week 15: Power and Politics</p> <p>Week 16: Conflict and Negotiation</p> <p>Week 17: Foundations of Organization Structure</p> <p>Week 18: Part II Case Study on the Group</p> <p>Part III: The Organisation System</p> <p>Week 19: Organizational Culture</p> <p>Week 20: Intercultural Management: The Significance to Organizational Behaviour</p> <p>Week 21: Organisational Change</p> <p>Week 22: Stress Management</p> <p>Week 23: Part III Case Study on The Organisation System</p> <p>Week 24: Company visit</p> <p>Week 25: Post Company Visit Discussion</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXTS</u></p> <p>Robbins, S. P., Judge, T. & Campbell, T. (2017). <i>Organisational behaviour</i>, FT Publishing</p> <p><u>RECOMMENDED READING</u></p> <p>Furnham, A. (2005). <i>The psychology of behaviour at work: The individual in the organization</i>. Psychology Press.</p> <p><u>KEY ACADEMIC JOURNALS</u></p> <p><i>Academy of Management Journal</i></p> <p><i>Academy of Management Review</i></p> <p><i>Personnel review</i></p> <p><i>Human Resource Management Journal</i></p> <p><i>HR Magazine</i></p> <p><i>The International Journal of Human Resource Management</i></p>

	<p><i>Human Resource Management Review</i></p> <p><u>KEY WEBSITE</u></p> <p>http://www.cipd.co.uk</p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	Research Methods				
Course Code	RM902				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Yearly Course				
Teacher's Name	Prof. Andreas Hadjis				
ECTS	12	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	<p>A1 provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem</p> <p>A2 Learn different research methodologies and develop and use an actionable research proposal.</p> <p>A3 gain an understanding of relevant approaches and elements of undertaking a research enquiry.</p> <p>A4. develop critical core competencies and skills including: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in conducting research in both a domestic and in international business contexts.</p>				
Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO1. Demonstrate awareness of the research process and the considerations made when writing proposals, review literature, conducting research and producing academic research</p> <p>LO2. Demonstrate an ability to integrate knowledge and data gleaned from academic research into creative solutions</p> <p>LO3. Demonstrate an ability to critically assess research methodologies</p> <p>LO4. Demonstrate an ability to expertly apply theory to create sound viewpoints</p> <p>LO5. Demonstrate an ability to conduct independent research through literature review and other methods</p>				
Prerequisites	None		Required		
Course Content	Week 1: Induction				

	<p>Week 2: The nature of business and management research</p> <p>Week 3: Critically reviewing the literature</p> <p>Week 4: Obtaining and evaluating the literature</p> <p>Week 5: Formulating the research design</p> <p>Week 6: Multiple methods choices - combining data collection techniques and analysis procedures</p> <p>Week 7: Philosophical assumptions in research(Epistemology and Ontology)</p> <p>Week 8: Negotiating access and research ethics</p> <p>Week 9: Selecting samples</p> <p>Week 10: Using secondary data</p> <p>Week 11: Collecting primary data through observation, semi-structured, in-depth and group interviews</p> <p>Week 12: Collecting primary data using questionnaires</p> <p>Week 13: Revision</p> <p>Week 14: Testing for reliability of questionnaires</p> <p>Weeks 15, 16, 17: Analysing quantitative data. Types of quantitative analysis processes</p> <p>Weeks 18, 19: Analysing qualitative data. Types of qualitative analysis processes</p> <p>Week 20: The nature of consulting: Carrying out a Business Project as per Client's requirements</p> <p>Week 21: Basic Methods of market research</p> <p>Week 22: The Role of A3 map and Gantt Charts</p> <p>Weeks 23, 24, 25: Writing and presenting your dissertation</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXTS</u></p> <p>Saunders, M., Lewis, P., and Thornhill, A. (2016), <i>Research Methods for Business Students</i>. 7th ed. Pearson</p> <p><u>RECOMMENDED TEXTS</u></p> <p>Bryman A., and Bell, E. (2015) <i>Business Research Methods</i>, International 4th. Ed, OUP.</p> <p>Field, A. (2009). <i>Discovering statistics using SPSS</i>. Sage publications.</p>

	<p>Pallant, J. (2013). SPSS survival manual. McGraw-Hill Education (UK).</p> <p><u>KEY JOURNALS</u></p> <p><i>Organisational Research Methods Journal</i> <i>Journal of Business Research</i></p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	Dissertation				
Course Code	DIS900				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Yearly Course				
ECTS	18	Lectures / week		Laboratories/week	
Course Purpose and Objectives	<p>The dissertation is meant to provide a means to integrate the theory and knowledge gained from the variety of modules studied throughout the student's time in the programme. The primary aim of the project is to provide students with an opportunity to initiate their own research collect and analyse qualitative and quantitative information and present their findings in a written report. Such an in-depth investigation enables students to produce a piece of work, which has been instigated, developed and produced as a result of their own initiative.</p> <p>The dissertation is therefore one of the means through which has the opportunity to develop and demonstrate the power of rigorous analysis, critical enquiry, independent judgment and clear expression.</p> <p>The key aims of this module are to:</p> <p>A1. Enable students to plan and conduct an extended piece of postgraduate business/management research.</p> <p>A2. Provide corporate and theoretical contribution</p> <p>A3. Develop critical thinking and management skills for the management role and broaden students' perspectives beyond the limitations of their prior experience</p> <p>A4. Broaden students' creative and research skills to produce original and thought-provoking solutions to real-world management problems</p> <p>A5. Provide a critical understanding of theory and research methodology</p>				
A1.	<p>Upon completion of this module, students will be able to:</p> <p>LO1 critically evaluate the practical application of academic knowledge</p> <p>LO2. undertake a first-hand investigation into a management issue or problem within the field of management;</p> <p>LO3. set out appropriate aims and objectives of the problem under investigation;</p> <p>LO4 carry out a literature review and use appropriate methods of primary and secondary data collection and demonstrate an awareness and understanding of relevant theoretical work related to the chosen research issue or problem;</p>				

	<p>LO5 apply critical thinking and scholarship to the relevant literature and use appropriate methods of analysis to the data collected;</p> <p>LO6 present the work and its results in a clear, well-organised and logical manner;</p> <p>LO7 develop findings, draw conclusions from the work, make recommendations and discuss opportunities for further research;</p> <p>LO8 develop professional level communication, time management and presentation skills.</p>		
Prerequisites	RM902: Research Methods	Required	
Course Content	There is no specific module content with regard to subject knowledge as each student will be conducting research into a topic of their choice.		
Teaching Methodology	<p>The dissertation is essentially an independent piece of research, which requires students to take responsibility for the planning and execution of their chosen research project. Building upon the research proposal developed in the prerequisite research methods module, the student will work with their individual supervisor to meet the requirements of the dissertation. Students can submit drafts of the chapters of their dissertation in order to gain feedback before the final submission.</p> <p>In addition to individual supervision, there will be a series of support workshops, which will give students generic advice on the dissertation process and the component parts, which typically make up the dissertation.</p> <p>Students will develop skills of planning, analysis, critical evaluation and time management.</p>		
Bibliography	<p><u>KEY TEXTS</u></p> <p>Saunders, M., Lewis, P., and Thornhill, A. (2016), <i>Research Methods for Business Students</i>. 7th ed. Pearson</p> <p><u>RECOMMENDED TEXTS</u></p> <p>Bryman A., and Bell, E. (2015) <i>Business Research Methods</i>, International 4th. Ed, OUP.</p> <p>Sekaran, U. and Bougie, R., (2010), <i>Research Methods for Business: A Skill-Building Approach</i>, JohnWiley & Sons</p> <p>Swetnam, D., (2011), <i>Writing Your Dissertation</i>, Oxford.</p> <p><u>KEY JOURNALS</u></p> <p><i>Organisational Research Methods Journal</i> <i>Journal of Business Research</i></p>		

Assessment	<p>The method of assessment for this module tests all the learning outcomes. Students must demonstrate successful achievement of these learning outcomes to pass the module.</p> <p>The dissertation is assessed by completion and submission of:</p> <ul style="list-style-type: none"> • A Master's level research-based thesis of <i>circa</i> 10.000 words (+- 10%), excluding references, bibliography and any appendices. Students must submit two hard copies and save one electronic submission for CIM Turnitin. • A signed ethics declaration • A Turnitin report indicating the similarity percentage <p>The pass mark for the dissertation is 50%. Dissertations marked at 60-69% are awarded 'Merit', and those marked at 70% or above are awarded a distinction.</p>
Language	English

Course Title	Strategic Human Resource Management				
Course Code	SHRM917				
Course Type	Compulsory				
Level	Postgraduate				
Year / Semester	Year course				
Teacher's Name	Dr Christina Tsolaki				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The module aims to enable students to:</p> <p>A1.critically evaluate contemporary strategic human resource management (SHRM) frameworks and concepts;</p> <p>A2. understand aspects of change in the area of human resource management generally and in relation to strategic human resource management specifically;</p> <p>A3. critically examine best fit versus best practises approaches to strategic human management;</p> <p>A4. identify HRM strategies dealing with specific aspects of HRM and how to put HR policies into action;</p> <p>A5. evaluate and understand how HR strategies can affect organizational capability, business strategies organizational and individual performance.</p>				
Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO1.Recognize the dynamic transformation from personnel management to Strategic HRM (SHRM).</p> <p>LO2.Discuss how human resources can be a source of competitive advantage by reviewing and discussing theories and models of SHRM.</p> <p>LO3.Explore the relationship between SHRM, firm's and individual's performance.</p> <p>LO4.Critically analyse the competing conceptualizations of high-performance work systems.</p> <p>LO5 the complex relationships between business strategy and human resource management</p> <p>LO6.Explain the techniques and approaches associated with demand and supply of human resources.</p>				

	LO7. Design appropriate HR strategies to align with the key corporate/business agenda items. LO8. Gain a basic understanding of International HRM concepts and strategies.		
Prerequisites	None	Required	
Course Content	<p>Part I The framework of strategic HRM</p> <p>Week 1: Human resource management;</p> <p>Week 2: Strategic management an overview ;</p> <p>Week 3: Strategic human resource management;</p> <p>Week 4: The strategic role of HR;</p> <p>Part II: HRM strategy in general</p> <p>Week 5: The nature of HR strategy;</p> <p>Week 6: Developing HR strategy;</p> <p>Week 7: Delivering HR strategy;</p> <p>Week 8 Part I Case Study on Overview of SHRM.</p> <p>Part III HRM strategies related to organizational capability and organizational and individual performance</p> <p>Week 9: Organization development strategy;</p> <p>Week 10: Human capital management strategy;</p> <p>Week 11: Knowledge management strategy;</p> <p>Week 12: Corporate social responsibility strategy;</p> <p>Week 13: Organizational performance strategy;</p> <p>Week 14: Individual performance management strategy;</p> <p>Week 15 Case Study on Part III HRM strategies related to organizational capability and organizational and individual performance</p> <p>Part IV HRM strategies dealing with specific aspects of HRM</p> <p>Week 16: Employee engagement strategy;</p> <p>Week 17: Resourcing strategy;</p> <p>Week 18: Talent management strategy;</p> <p>Week 19: Learning and development strategy;</p>		

	<p>Week 20: Reward strategy;</p> <p>Week 21: Employee relations strategy;</p> <p>Week 22 Case on Part IV HRM strategies dealing with specific aspects of HRM</p> <p>Part V The international scene</p> <p>Week 23: An overview of International HRM strategies;</p> <p>Week 24: Guest speaker</p> <p>Week 25 Case on Part V The international scene</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXT</u></p> <p>Armstrong's Handbook of Strategic Human Resource Management Michael Armstrong Sixth Edition.</p> <p>Schuller, R.S., and Jackson, E.S., (2008), <i>Strategic Human Resource Management</i>. 2nd Edition, Blackwell Publishing</p> <p><u>RECOMMENDED READING</u></p> <p>Strategic Staffing, Global Edition (Kindle Edition) by Jean M. Phillips, Stan M. Gully</p> <p><u>KEY JOURNALS</u></p> <p><i>Strategic Management Journal</i></p> <p><i>Academy of Management Journal</i></p> <p><i>International Journal of Human Resource Management</i>.</p> <p><i>Selected Articles and Cases to be confirmed by the lecturer.</i></p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay</p>

	questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	International Human Resource Management				
Course Code	IHR918				
Course Type	Elective				
Level	Postgraduate				
Year / Semester	Year course				
Teacher's Name	Dr Evie Michalilidis				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>A1. To put the practice of international HRM into a broader contextual framework, developing an understanding of national and regional differences in HRM and how they condition the context within which the employment relationship is managed.</p> <p>A2. To equip students with the necessary understanding of key policy areas to make an effective contribution as international HR practitioners.</p> <p>A3. To develop a critical evaluation of different approaches and models of managing international workforce, particularly international assignments; transnational labour regulation and employment relations including an understanding of the issues around international labour standards and ethical issues.</p> <p>A4. To provide grounding in concepts, frameworks, and models for understanding comparative approaches to human resources management and employment relations.</p>				
Learning Outcomes	<p>Upon completion of this module, students will be able to:</p> <p>LO.1. Outline implications of the major differences among the different economic systems in order to identify the key issues that need to be considered by an HR function when managing employees in different countries.</p> <p>LO.2. Distinguish between culturalist and institutionalist explanations of national differences, and understand the implications that 'host country effects' have for managing people in MNCs.</p> <p>LO.3. Distinguish between the main strategies and structures used by MNCs and the reasons why these differ.</p> <p>LO.4. Critically evaluate cross-cultural variation in HR practice, strategically locating the importance of HR in international alliances as a major contributory factor to the organisational integration and performance.</p> <p>LO.5. Understand and critically evaluate different approaches to managing international assignments including planning, development and performance</p>				

	<p>management, labour regulation and the key concepts of international labour law and employment relations.</p> <p>LO.6. Critically understand how international employment practices, policies and practices align with on corporate and business strategies in international organizations.</p>		
Prerequisites	None	Required	
Course Content	<p>Part I: Cultural, Comparative and Organizational Perspectives on International Human Resource Management</p> <p>Week 1: Introduction to the module</p> <p>Week 2: Globalisation and International HRM</p> <p>Week 3: Differing National Contexts</p> <p>Week 4: Culture and Cross-Cultural Management</p> <p>Week 5: Comparative Human Resource Management</p> <p>Week 6: The Transfer of Employment Practices across Borders in Multinational Companies</p> <p>Week 7: Approaches to IHRM</p> <p>Week 8: Part I Case Study on Cultural, Comparative and Organizational Perspectives on IHRM.</p> <p>Part II: International Assignments and Employment Practices</p> <p>Week 9: International Assignments</p> <p>Week 10: Multinational Companies and the Host Country Environment</p> <p>Week 11: Regulation and Change in Global Employment Relations</p> <p>Week 12: Human Resource Management in Cross-Border Mergers and Acquisitions</p> <p>Week 13: Part II Case Study on International Assignments and Employment Practices</p> <p>Part III: IHRM Policies and Practices</p> <p>Week 14: Managing Knowledge in Multinational Firms</p> <p>Week 15: Training and Development: Developing Global Leaders and Expatriates</p> <p>Week 16: Global and Local Resourcing</p> <p>Week 17: Global Performance Management</p> <p>Week 18: Total Rewards in the International Context</p>		

	<p>Week 19: Equal Opportunity and Diversity Management in the Global Context</p> <p>Week 20: An insight to Global Corporate Social Responsibility and Sustainability through Ethical HRM.</p> <p>Week 21:Part III Case Study on IHRM Policies and Practices</p> <p>Week 22: Research in International Human Resource Management</p> <p>Week 23: Guest speaker lecture</p> <p>Week 24:International HRM trends and future challenges</p> <p>Week 25: Concluding case study</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXT</u></p> <p>Harzing, A., and Pinnington, A., (2018), <i>International Human Resource Management</i>, 5th edition, Sage Publishing</p> <p><u>RECOMMENDED READING</u></p> <p>Cultures and Organizations: Software of the Mind, Third Edition Geert Hofstede, Gert Jan Hofstede, Michael Minkov McGraw Hill Professional, 24 May 2010</p> <p><u>KEY ACADEMIC JOURNALS</u></p> <p><i>Personnel Review</i> <i>Human Resource Management Journal</i> <i>HR Magazine</i> <i>The International Journal of Human Resource Management</i> <i>Human Resource Management Review</i></p> <p><u>KEY WEBSITES</u></p> <p>http://www.cipd.co.uk http://www.unctad.org/ http://www.oecd.org</p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>

Assessment	Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	Employment Law				
Course Code	EIR919				
Course Type	Elective				
Level	Postgraduate				
Year / Semester	Year course				
Teacher's Name	Marios Charalambides				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The course will provide the student with a working knowledge of the principles of employment Law with emphasis in Cyprus Labour Law and its effectiveness.</p> <p>It is divided into four broad subject areas:</p> <p>A1.Introduction to Employment law concepts and definitions</p> <p>A2.Contract of employment</p> <p>A3.Employment conditions and the Cyprus Law</p> <p>A4.Termination of employment</p> <p>A5. Dispute resolution</p> <p>Within these five areas students will critically analyse the scope and limitation of the law with particular emphasis to the Cyprus Law and its relation to contract formation, recruitment and selection, employee/employer rights and responsibilities and discrimination</p> <p>The student will gain a deeper understanding of the legal regulation of termination of employment, the role of collective bargaining and employee participation in the workplace.</p> <p>Emphasis will also be paid to the collective bargaining and the role of Trade Unions and Employer's Associations as well settlement of disputes.</p>				
Learning Outcomes	<p>On successful completion of the degree, students should be able to:</p> <p>LO1 describe the nature, principles and functions of Employment Law and the main features of its sources and institutions.</p> <p>LO2 distinguish the different types of terms and conditions of a contract of employment and differentiate between the different types of termination of a contract of employment and their respective consequences.</p> <p>LO3 discuss the rights and obligations of workers/employers in a wider political, economic and social context.</p> <p>LO4 assess the significance and influence of UK employment law and EU Law on Cyprus Law.</p>				

	<p>LO5. Participate in the preparation, presentation and settling of employment tribunal cases</p> <p>LO6 communicate arguments and viewpoints effectively, orally and in writing.</p> <p>LO7 identify and critically evaluate key policy issues in wide contexts and position yourself within the policy debate.</p> <p>LO8 Analyse situations and identify the relevant employment law for the purposes of advising the employee/employer.</p>		
Prerequisites	None	Required	
Course Content	<p>Part I Introduction to employment law concepts and definitions</p> <p>Week 1 : The Sources and Institutions of Employment Law;</p> <p>Part II Contract of employment</p> <p>Week 2: Formation of the Contract of Employment (1) - The Sources of Terms;</p> <p>Week 3: Formation of the Contract of Employment (2) - Implied Terms of Law;</p> <p>Week 4: Recruitment and Selection;</p> <p>Week 5: Reflective activities and cases on contract of employment</p> <p>Part III Employment conditions and the Cyprus Law</p> <p>Week 6:Employee rights and duties during employment</p> <p>Week 7:Employer rights and duties during employment</p> <p>Week 8: Remuneration and Benefits</p> <p>Week 9:Working Time, Annual Vacations, Holidays</p> <p>Week 10:Incapacity to Work</p> <p>Week 11;Job Security</p> <p>Week 12: Discrimination against Employees ;</p> <p>Week 13: Discrimination Lawful Discrimination, Vicarious Liability, Burden of Proof, Enforcement and Equality of Terms;</p> <p>Week 14: Health and Safety at Work;</p> <p>Week 15: Protection of Certain Categories of Worker: Protection against Discrimination in Employment in Cyprus</p> <p>Week 16: Case Studies analysis on Cyprus employment conditions and Law</p> <p>Part V Termination of employment</p> <p>Week 17: Variation, Breach and Termination of the Contract of Employment at Common Law;</p>		

	<p>Week 18: Unfair Dismissal ,the Meaning of Dismissal; Potentially Fair Reasons and the Concept of Reasonableness;</p> <p>Week 19: Redundancy; Unfair Dismissal and Redundancy Claims</p> <p>Week 20: Continuity of Employment and Transfers of Undertakings</p> <p>Week 21:Cases and reflective activities on Termination of employment</p> <p>Part IV Dispute resolution</p> <p>Week 22: Collective Bargaining</p> <p>Week 23: Trade Unions and Employers' Associations in Cyprus</p> <p>Week 24: Strikes, Lock-outs and Other Legal Forms of Industrial Action</p> <p>Week 25: Settlement of Industrial Disputes and Protection of Vital Needs</p> <p>Week 26:Revision</p> <p>Weeks 27- 28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>KEY TEXTS</u></p> <p>Lewis, D., and Sargeant, M., (2017), <i>Employment Law: The Essentials</i>, CPD</p> <p>Achilles Emilianides, Christina Ioannou (2017) <i>Labour Law in Cyprus</i></p> <p><u>RECOMMENDED READING</u></p> <p>Gennard, J., Judge, G., Bennett, T. & Saundry R. (2016) <i>Managing Employment Relations</i>, CIPD - Kogan Page</p> <p><u>KEY JOURNALS</u></p> <p><i>Industrial Relations Journal</i></p> <p><i>International Journal of Law and Management</i></p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>

Language	English
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Course Title	Ethics & Corporate Social Responsibility				
Course Code	ECR952				
Course Type	Elective				
Level	Postgraduate				
Year / Semester	Year course				
Teacher's Name	Myria Kkali				
ECTS	12	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The module aims to:</p> <p>A1. Critically analyse the drivers of enterprise and wealth creation from the perspective of their ethical implications.</p> <p>A2. Investigate changing approaches and attitudes to sustainability and corporate social responsibility.</p> <p>A3. Critically evaluate frameworks for the discussion of business ethical issues and the use of tools for managing business ethics.</p> <p>A4. examine the impact of globalisation on enterprise</p> <p>A5. Evaluate diverse ethical models and theories (normative and descriptive).</p>				
Learning Outcomes	<p>On successful completion of this module, students should be able to:</p> <p>LO 1. Analyse stakeholder perspectives on business behaviour.</p> <p>LO 2. Evaluate the importance of business ethics at an academic level and also its managerial implications.</p> <p>LO 3. Identify and examine the most relevant normative and descriptive business ethics theories.</p> <p>LO 4. Investigate and evaluate approaches to sustainability and corporate social responsibility.</p> <p>LO 5. Make informed judgements of business ethics dilemmas.</p> <p>LO 6. Access and utilise a wide variety of learning resources in the subject area.</p>				
Prerequisites	None		Required		
Course Content	<p>Part I: Understanding Business Ethics</p> <p>Week 1: Introducing Business Ethics</p> <p>Week 2: Sustainability: Key goal for Business Ethics</p>				

	<p>Week 3: Framing Business Ethics: Corporate Social Responsibility</p> <p>Week 4: Guest Lecturer on Corporate Social Responsibility</p> <p>Week 5: Framing Business Ethics: The Stakeholder Theory of the Firm</p> <p>Week 6: Corporate Citizenship: The firm as a political actor</p> <p>Week 7: Evaluating Business Ethics: Normative Ethical Theories</p> <p>Week 8: Evaluating Business Ethics: Alternative Perspectives on Ethical theory</p> <p>Week 9: Making Decisions in Business Ethics: Descriptive Ethical Theories</p> <p>Week 10: Making Decisions in Business Ethics: Individual and Situational Influences on Decision-making</p> <p>Week 11: Part I Case Study on Decision-making in Business Ethics</p> <p>Week 12: Managing Business Ethics: Tools and Techniques of Business Ethics Management</p> <p>Week 13: Managing Business Ethics: Assessing Ethical Performance</p> <p>Week 14: Part I Case Study on Understanding Business Ethics</p> <p>Part II: Contextualizing Business Ethics - The Corporate Citizen and its Stakeholders</p> <p>Week 15: Shareholders, Business Ethics and Corporate Governance</p> <p>Week 16: Employees and Business Ethics</p> <p>Week 17: Consumers and Business Ethics</p> <p>Week 18: Suppliers, Competitors, and Business Ethics</p> <p>Week 19: Civil Society and Business Ethics</p> <p>Week 20: Government, Regulation, and Business Ethics</p> <p>Week 21: Part II Case Study on Contextualizing Business Ethics</p> <p>Week 22: Business Ethics and the Ethical Challenges of Globalisation</p> <p>Week 23: Developments in Business Ethics Research</p> <p>Week 24: Future Perspectives</p> <p>Week 25: Concluding Case Study</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>

Bibliography	<p><u>KEY TEXTS</u></p> <p>Crane, A., & Matten, D. (2016). <i>Business ethics: Managing corporate citizenship and sustainability in the age of globalization</i>. Oxford University Press.</p> <p><u>RECOMMENDED READING</u></p> <p>Robinson, S., & Dowson, P. (2017). <i>Business ethics in practice</i>. Kogan Page Publishers.</p> <p><u>KEY JOURNALS</u></p> <p><i>Corporate Governance: An International Review</i></p> <p><i>The Journal of Business Ethics</i></p> <p><u>Additional reading (articles and case studies) related to each topic will be provided by the module leader at the beginning of the year.</u></p>
Assessment	<p>Per CIM regulations, students are assessed via 1 assignment and 1 group work assignment (jointly forming 40% of the total grade, and via 1 final examination (weighed at 60%). Assignments are recommended by lecturers and approved by the Programme Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the module team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

ANNEX 4

TABLE LINKING MODULE CONTENT WITH OVERALL PROGRAM OBJECTIVES

TABLE MATCHING MODULE CONTENT WITH OVERALL PROGRAM OBJECTIVES

The table below lists the Programme Aims and objectives, and shows how these are translated into learning outcomes as well as how these learning outcomes are distributed across the various courses.

	Programme Aims & Objectives	Corresponding Learning Outcomes	Module	Week
1	AO.1. Graduates of this degree will be able to understand that human resource management is invariably a strategic concern and appreciate how HR strategies need to be integrated with other management functions and with the overall strategy of the firm.	LO.1. Be able to demonstrate knowledge and understanding of the key theories and concepts for the effective utilisation of Human Resource Management policies and procedures in contemporary organisations.	HRM, SHRM	Throughout
		LO.2. Develop analytic skills necessary for the analysis of problems and the identification of appropriate solutions	SHRM	15,16,22
2	AO.2. Graduates will develop an understanding of the complex inter-relationships between the business environment, workplace organisation and HR policies and practices that combine to influence performance in contemporary organisations.	LO.3. Critically analyse the impact of contextual forces on organisations, including: environmental, social and technological change issues, international developments and corporate governance.	SM	20,21
		LO.4. Analyse the relationship between key organizational variables such as size, sector, form, stage of maturity and market positioning may influence appropriate choices of HR policies and practices	HRM	23
		LO.5. Critically understand different approaches to the management of change and culture in organizations	OB	19,20,21
		LO.6. Apply original and creative responses to issues and problems of leadership and management at the individual, team and organizational level	OB	14,15,16
3	AO.3. Develop students' analytical and problem-solving capacities to approach and solve organisational problems where people management issues are involved.	LO.7. Implement HR policies and practices in a contextually sensitive manner.	HRM	18,19
		LO.8. Develop the capabilities to communicate persuasively and cogently and co-ordinate teams or eventually lead a team of multifunctional specialists.	All modules	Assignment 2: Group Work

		LO.9. Gain an understanding of diversity in organisations, attitudes and job satisfaction, personality, values, perceptions and motivation	OB	4,5,6,7,8
4	AO.4. Develop an appropriate range of cognitive, critical and intellectual skills and relevant personal and interpersonal skills applicable in various organisational settings.	LO.10. Effective performance within a team environment and the ability to recognise and utilise others' contributions in group processes.	OB	11,12
		LO.11. Exercise leadership more effectively in groups through better motivation of themselves and others	HRM, OB	HRM (12), OB (8)
		LO.12. Define the organization's staffing needs and apply appropriate recruitment and selection tools in responding to them	HRM	5,6,7
5	AO.5. Equip the graduates with the knowledge and skills for managing change and learning within organisations as well as enable them to apply techniques in talent management, recruitment and compensation planning that are necessary for effective people management in the 21st century.	LO.13. Define the organization's training and development needs and apply tools in responding to them	HRM	9,10,11,12,13
		LO.14. Understand an organization's performance management and compensation needs and design a compensation system that is suited to those needs	HRM	15,16,17
6	AO.6. Develop students' skills and abilities in critical and independent thinking and capacity for managing their own learning and development.	LO.15. Demonstrate ability to conduct research into business and management issues	Dissertation	Dissertation
		LO.16. Demonstrate an ability to expertly apply theory to create sound viewpoints	Research Methods	Throughout
7	AO.7. Develop students' skills in undertaking applied research in the HRM field that can contribute towards a more effective HRM function in organisations.	LO.17. Develop problem-solving and decision-making: establishing criteria, using appropriate decision-making techniques including identifying, formulating and solving business problems, the ability to create, identify and evaluate options, the ability to implement and review decisions	Dissertation	Dissertation
		LO.18. Demonstrate awareness of the research process and the considerations made when writing proposals, review literature, conducting research and producing an academic research	Research Methods	Throughout

8	AO.8. Foster the enhancement of lifelong learning skills and personal development, enabling the graduate to work independently and with originality, thus contributing to work environment and a variety of business settings.	LO.19. Apply knowledge of relevant strategic management frameworks to successfully carry out internal and external analysis and apply this knowledge in a wide variety of contexts.	SM	2,3, 17,18
		LO.20. Develop the capabilities to communicate persuasively and cogently and co-ordinate teams or eventually lead a team of multifunctional specialists.	All modules	Assignment 2: Group Work
9	AO.9. Graduates will be prepared and or developed for a career in business and HRM by developing skills at a professional level, or as preparation for research or further study in the area.	LO.21. Understand the variety of ways in which HR operates at both operational and strategic levels and its impact on individual, team and organisational performance	SHRM	13,14
		LO.22. Critically analyse key concepts in, and theoretical approaches to business strategy, corporate governance, corporate reputations and strategic human resource management	SHRM	Throughout
		LO.23. Critically understand key concepts in, and theoretical approaches to, human resource management policies and practices	HRM	Throughout

ANNEX 5

LIST OF EMERALD E-JOURNALS IN HRM

Emerald List of HRM Journals available to CIM students

**HR, Learning & Organization
Studies**

Career Development International

Development and Learning in Organizations: An International Journal

Employee Relations: The International Journal

Equality, Diversity and Inclusion: An International Journal

European Journal of Training and Development (Prev. Journal of European Industrial Training)

Evidence-based HRM: a Global Forum for Empirical Scholarship

Gender in Management: An International Journal

Human Resource Management International Digest

Industrial and Commercial Training

International Journal of Organizational Analysis

International Journal of Productivity and Performance Management

Journal of Chinese Human Resources Management

Journal of Global Mobility: The Home of Expatriate Management Research

Journal of Management Development

Journal of Managerial Psychology

Journal of Organizational Change Management

Journal of Organizational Effectiveness: People and Performance

Journal of Organizational Ethnography

Journal of Workplace Learning

Leadership & Organization Development Journal

Personnel Review

Qualitative Research in Organizations and Management: An International Journal

Strategic HR Review

Team Performance Management: An International Journal

The Learning Organization