12 Οκτωβρίου 2022

Κυρία Μαίρη Κουτσελίνη,
Πρόεδρο
Φορέα Διασφάλισης και Πιστοποίησης της Ποιότητας
Λεωφόρο Λεμεσού 5
2112 Λευκωσία

Αγαπητή κα Κουτσελίνη,

ΘΕΜΑ: Αναβολή Απόφασης για την Αξιολόγηση του Προγράμματος Σπουδών με την Επωνυμία <<Human Resource Management (3 Semesters / 96 ECTS)>> του Ιδρύματος Ανώτερης Εκπαίδευσης Πανεπιστήμιο Κύπρου

Σε σχέση με την επιστολή σας ημερομηνίας 24 Ιουνίου 2022 για το πιο πάνω θέμα, σας ενημερώνουμε για τα ακόλουθα:

1. Το Τμήμα Διοίκησης Επιχειρήσεων και Δημόσιας Διοίκησης, υιοθέτησε τις εισηγήσεις της Επιτροπής Αξιολόγησης (ΕΑ) του Φορέα, και απέστειλε στις 26/5/2022 απαντητικά σχόλια και περιγραφή δράσεων που έχουν αναληφθεί, στα πλαίσια της συνεχούς βελτίωσης του Προγράμματος. Συγκεκριμένα, εισηγήσεις που υιοθετήθηκαν αφορούν σε:

α. Αλλαγή των τίτλων ή/και περιεχόμενο τριών μαθημάτων, η περιγραφή των οποίων παρουσιάζεται στο Παράρτημα Ι. Με τις αλλαγές αυτές δεν διαφοροποιείται ο συνολικός φόρτος του Προγράμματος.

β. Αλλαγή σειράς των προσφερόμενων μαθημάτων όπως παρουσιάζεται στο Παράρτημα ΙΙ.

2. Όσον αφορά τα τρία σημεία που αναφέρετε στην επιστολή σας, αυτά έχουν υλοποιηθεί ως ακολούθως:

α. Χαρτογράφηση των αποτελεσμάτων του Προγράμματος (mapping). Όλες οι περιγραφές των μαθημάτων έχουν τροποποιηθεί έτσι ώστε να είναι εμφανής η συμβολή των προσδοκώμενων αποτελεσμάτων κάθε μαθήματος στην επίτευξη των προσδοκώμενων αποτελεσμάτων του Προγράμματος. Περίληψη αυτής της χαρτογράφησης για όλα τα μαθήματα παρουσιάζεται στο Παράρτημα ΙΙΙ.

β. Ανατροφοδότηση των φοιτητών/τριών με τη χρήση ρουμπρίκας (rubrics). Έχει υιοθετηθεί ρουμπρίκα, όπως αυτή παρουσιάζεται στο Παράρτημα ΙV, την οποία οι διδάσκοντες και διδάσκουσες χρησιμοποιούν για να ανατροφοδοτούν τους/τις φοιτητές/τριες του Προγράμματος σε καίρια χρονικά σημεία.

Επιπρόσθετα, όλες οι περιγραφές των μαθημάτων έχουν τροποποιηθεί έτσι ώστε να είναι εμφανής η συμβολή των τρόπων αξιολόγησης σε κάθε μάθημα στην επίτευξη των προσδοκώμενων αποτελεσμάτων κάθε μαθήματος. Η χαρτογράφηση για όλα τα μαθήματα παρουσιάζεται στο Παράρτημα V.

γ. Πλάνο προσλήψεων. Το πλάνο προσλήψεων διαμορφώνεται σε επίπεδο Τμήματος και Πανεπιστημίου. Τα πιο κάτω αφορούν την τριετία 2022-2025:

i. Το Τμήμα, το 2022, έχει προσλάβει νέο ακαδημαϊκό μέλος στην περιοχή του Μάνατζμεντ, στην οποία εμπίπτει το Πρόγραμμα. Το μέλος ενσωματώθηκε στο Τμήμα το Σεπτέμβριο 2022.

ii. Το Τμήμα, το 2023, θα προκηρύξει μια θέση στη βαθμίδα του/της Λέκτορα/Επίκουρου/ης Καθηγητή/τριας στην περιοχή του Μάρκετινγκ.

iii. Επιπρόσθετα, το Τμήμα αναμένει το 2023, την κατανομή νέων ακαδημαϊκών θέσεων από το Πανεπιστήμιο Κύπρου, συμπεριλαμβανομένης και της περιοχής της Διοίκησης Ανθρώπινου Δυναμικού, οι οποίες θα προκηρυχθούν άμεσα.

iv. Για τα έτη 2024-2025, το Τμήμα, θα προκηρύσσει άμεσα όλες τις ακαδημαϊκές θέσεις που θα του κατανεμηθούν από το Πανεπιστήμιο Κύπρου.

v. Το Πρόγραμμα υποστηρίζεται διοικητικά από ένα λειτουργό που ασχολείται αποκλειστικά με το Πρόγραμμα. Επιπρόσθετα, ο λειτουργός υποστηρίζεται από δύο διοικητικές λειτουργούς του Τμήματος.

Με την ευκαιρία αυτή, το Τμήμα Διοίκησης Επιχειρήσεων και Δημόσιας Διοίκησης εκφράζει τις θερμές του ευχαριστίες προς τα μέλη της ΕΑ και το Συμβούλιο του Φορέα, για τις εισηγήσεις τους, οι οποίες συμβάλλουν στη συνεχή βελτίωση του Προγράμματός μας.

Είμαστε στη διάθεσή σας για οποιεσδήποτε διευκρινίσεις και πληροφορίες χρειάζεστε.

Καθηγητής Γιώργος Κατσηνικολας

Πρόεδρος Τμήματος Διοίκησης Επιχειρήσεων και Δημόσιας Διοίκησης

Κοιν.: Καθηγήτρια Ειρήνη-Άννα Διακίδου, Αντιπρύτανη Ακαδημαϊκών Υποθέσεων

Καθηγήτρια Ελένη Σταύρου, Διευθύντρια Προγράμματος MSc in Human Resource Management

Υπεύθυνη Γραφείου Διασφάλισης Ποιότητας

ΠΑΡΑΡΤΗΜΑ Ι

Course Title	**Human Resource Management and Strategic HR**				
Course Code	**HRM 532**				
Course Type	**Compulsory course**				
Level	Graduate Level				
Year / Semester	September - October				
Teacher's Name	Dr. Christiana Ierodiakonou				
ECTS	6 ECTS	Lectures (hours) / weeks	4/7	Laboratories / week	
Course Purpose and Objectives	This course provides an overview of how organizations can achieve an advantage through strategic human resource management (SHRM). SHRM is a fundamental component of the competitiveness, effectiveness and sustainability of any organization.				
Learning Outcomes	• Understand the key human resource practices in contemporary organizations; • Develop critical thinking skills by analyzing how human resource practices can support a firm's strategic objectives and enhance long-term firm performance; • Understand and apply the basic human resource practices to their jobs, organizations and careers; • Develop skills in solving and analysis, written and oral communication and teamwork and enhance academic research skills in studying contemporary HR issues within organizations;				
Prerequisites			Required		
Course Content	Throughout the course, the focus is on how to develop effective and efficient HR policies and practices that support the strategic objectives of organizations. Relatedly, students discuss the strategic role of the HRM function and deliberate on key theoretical perspectives on SHRM. The course provides a solid holistic introduction in the field of HRM that students may see as the basis for the specialized courses that they will be taking throughout the Program, enabling them to understand the philosophy of HRM and SHRM.				
Teaching Methodology	The course is structured around lectures, activities and discussions in class, short group exercises and presentations, case studies and assignments. The combination of these methods is expected to enhance the understanding of basic HRM concepts and practices, to facilitate students to apply these concepts and tools in real life organizations and to encourage students to actively engage with the course.				
Bibliography	• Crawshaw, Budhwar & Davis (2017). Human Resource Management: Strategic and International Perspectives (2nd edition). SAGE. • Wilton. 2016. *An introduction to human resource management*. Sage. • Dessler. 2014. *Fundamentals of human resource management*. Pearson.				

Assessment	• Final exam (cumulative): 50%
	 • Group project:
	     • Executive summary report: 20%
	     • Presentation: 20%
	 • Class participation: 10%				

Language	English
Course Title	**Comparative and International Human Resource Management**
Course Code	**HRM 533**
Course Type	**Compulsory course**
Level	Graduate level
Year / Semester	November - December
Teacher's Name	Professor Chris Brewster

ECTS	3 ECTS	Lectures (hours) / weeks	14/1	Laboratories / week	
Course Purpose and Objectives	The course in comparative and international HRM aims to help students to think systematically about managing people and implementing relevant policies around the globe.				
Learning Outcomes	- Demonstrate an understanding of the key concepts and theories relating to comparative HRM and IHRM; - Appreciate the various challenges involved in managing human resources strategically in the global context and critically explore the implications for HR decisions; - Recognize the importance of cultural, institutional and organizational differences for the HR strategy, policies and practices of organizations; - Make use of relevant concepts and theories to analyze how IHRM may relate to organizational and individual performance and other outcomes; - Develop their skills in relation to critical thinking and problem-solving, teamwork and communication.				
Prerequisites			Required		
Course Content	The course focus is on the ways in which HRM differs from country to country and why that is; it also focuses on international HRM (IHRM), considering how cultural and institutional differences influence the management of HR, adopting a critical comparative perspective. The students discuss HRM in multinational companies and the implications of managing employee mobility and expatriation. The module follows the vision, mission and core values of the program as well as its key policies and procedures.				
Teaching Methodology	Interactive variety of teaching methods, including: lectures; class discussions and debates; assignments and presentations (case studies, analysis, class exercises)				
Bibliography	- Brewster, C. Sparrow, P., Vernon. G. and Houldsworth, L. (2016) *International Human Resource Management*. (4th edition), CIPD, Wimbledon. - Harzing & Pinnington. 2014. *International Human Resource Management*. Sage. - Castellano. 2014. *Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace*. Pearson.				
Assessment	- Class participation and professionalism 10% - Group assignment: presentation 40% - Individual assignment 50%				
Language	English				

Course Title	**Compensation and Rewards Management**
Course Code	**HRM 537**
Course Type	**Compulsory course**
Level	Graduate level
Year / Semester	March - April
Teacher's Name	Dr. Andrie Michaelidou

ECTS	6 ECTS	Lectures (hours) / weeks	4/7	Laboratories / week	
Course Purpose and Objectives	This course focuses on how organizations can employ an effective compensation strategy which attracts, motivates and retains talent. Students develop an appreciation of the breadth and complexity of reward strategy and system design, the competing objectives that rewards serve, and some of the tensions that arise from rewards management in contemporary organizations as well explore the link to motivation and retention.				
Learning Outcomes	- Provide students with the knowledge and understanding of environments in which professionals plan, implement and evaluate employee reward policies to support strategic organizational goals; - Recognize what one values at work; - Distinguish between the core components of a reward system; - Explore and describe the process of job evaluation; - Explore international perspectives in rewards management.				
Prerequisites			Required		
Course Content	The course explores the broad context of an effective compensation strategy, identifies the purposes of reward systems for key stakeholders and helps understand the different approaches to reward management. In addition, it helps evaluate what is meant by 'fairness' in rewards, identifies what is rewarded in organizations and recognizes the range of reward options available. Finally, this course helps understand the basis for determining fair reward systems and contextual factors and critically evaluates recent developments in reward strategy.				
Teaching Methodology	The course is structured around lectures, case discussions, individual and group prepared assignments and presentations.				
Bibliography	- Gerhart, B., Newman, J., & Milkovich, G. (2022). Compensation (14th edition). McGraw-Hill Higher Education (International) - Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). *Compensation*, 12th edition. Irwin: Boston, MA.				
Assessment	- Individual final exam - In-class team case studies/articles (presentation and write up) - Class participation	50% 15% Presentation 25% write-up 10%			
Language	English				

ΠΑΡΑΡΤΗΜΑ ΙΙ

Term	Course Code	Course	ECTS	Contact Hours
September-October	HRM 530	Principles of Management and Work	3	14
	HRM 531	Advanced Organizational Behavior	6	28
	HRM 532	Human Resource Management and Strategic HR	6	28
	HRM 563	Strategic Management	3	14
November-December	HRM 565	Leading People	3	14
	HRM 533	International Human Resource Management	3	14
	HRM 540	Quantitative and Qualitative Research Methods	9	42
January-February	HRM 534	Employee Selection and Succession Planning	6	28
	HRM 574	Workshop on Structures, Job Design and Workforce Planning	1	12
	HRM 576	Workshop on Psychometric Measurements	1	12
	HRM 538	Managing Change	3	14
	HRM 537	Compensation and Rewards Management	6	28
March-April	HRM 573	Workshop on Human Resource Information Systems	1	12
	HRM 575	Workshop on HR Analytics and Evidence-Based HRM	1	12
	HRM 535	Employee Training and Development	6	28
	HRM 536	Performance Management	3	14
	HRM 539	Entrepreneurship, Creativity and Innovation	3	14
May-June	HRM 560	MNCs Employment Systems and Institutions	3	14
	HRM 561	The Regulatory Framework of HRM	3	14
	HRM 562	Managing Workforce Diversity, Theory and Practice	6	28
	HRM 577	Workshop on Negotiations and Conflict Resolution	1	12
July-August	HRM 595	*Master Thesis I*	5	–
September-October	HRM 564	Business Ethics and CSR	3	14
	HRM 578	Workshop on HR Business Partnering	1	8
	HRM 596	*Master Thesis II*	5	–
November-December	HRM 597	*Master Thesis III*	5	–
		TOTAL	**96**	**418**

ΠΑΡΑΡΤΗΜΑ III : The ILOs of the MSc in HRM satisfied in each course

Course Code	Course Name	Intended Learning Outcomes (ILOs) of the MSc Human Resource Management Program						
		I. Community	II. Inclusiveness	III. Professionalism	IV. Understanding	V. Relevance	VI. Respect	VII. Competence
HRM 530	Principles of Management and Work				X	X		X
HRM 531	Advanced Organizational Behaviour	X		X	X			X
HRM 532	Human Resource Management and Strategic HR	X		X	X		X	X
HRM 565	Leading People				X			X
HRM 563	Strategic Management		X		X	X		X
HRM 533	Comparative and International Human Resource Management		X	X				X
HRM 534	Employee Selection and Succession Planning			X	X	X		X
HRM 537	Compensation and Rewards Management	X			X		X	X

Course Code	Course Name	Intended Learning Outcomes (ILOs) of the MSc Human Resource Management Program						
		I. Community	II. Inclusiveness	III. Professionalism	IV. Understanding	V. Relevance	VI. Respect	VII. Competence
HRM 574	Workshop on Structures, Job Design and Workforce Planning		X	X		X		X
HRM 576	Workshop on Psychometric Measurements		X		X		X	X
HRM 535	Employee Training and Development		X	X	X	X	X	X
HRM 536	Performance Management	X	X	X		X		X
HRM 538	Managing Change			X	X			X
HRM 573	Workshop on Human Resource Information Systems		X		X	X		X
HRM 539	Entrepreneurship, Creativity and Innovation			X	X			X
HRM 540	Quantitative and Qualitative Methods			X	X	X	X	X

Course Code	Course Name	Intended Learning Outcomes (ILOs) of the MSc Human Resource Management Program						
		I. Community	II. Inclusiveness	III. Professionalism	IV. Understanding	V. Relevance	VI. Respect	VII. Competence
HRM 575	Workshop on HR Analytics and Evidence-Based HRM	X		X	X			X
HRM 560	MNCs Employment Systems and Institutions		X	X			X	X
HRM 561	The Regulatory Framework of HRM			X		X		X
HRM 577	Workshop on Negotiations and Conflict Resolution	X			X	X		X
HRM 562	Managing Workforce Diversity, Theory and Practice		X	X	X			X
HRM 564	Business Ethic and CSR			X			X	X
HRM 578	Workshop on HR Business Partnering	X	X	X	X	X		X

The MSc HRM Program's ILOs:

I. Community: enable students to access an established HRM network in Cyprus

II. Inclusiveness: enhance the engagement of the Program with its various stakeholders – including businesses, professional associations, trade unions, public organizations and NGOs – to contribute to solving real problems and challenges through consultancy and research projects

III. Professionalism: provide core knowledge in HR management and strategy, thus laying the foundations for developing knowledgeable, reflective and responsible researchers and managers

IV. Understanding: develop methodical, reflective and responsible managers with expert knowledge to reliably and conscientiously lead their organizations through the changing business and HRM environment

V. Relevance: establish direct links to the practice of HRM through experiential learning achieved by project work, professional workshops and interactions with HR practitioners

VI. Respect: become an exemplar of an industry-led Program that adheres to international academic standards of excellence but is tailored according to the idiosyncrasies of the Cypriot business and social environment

VII. Competence: develop and strengthen students' individual and professional skills

ΠΑΡΑΡΤΗΜΑ IV : The rubrics – analysis of the expected results of each MSc in HRM course

FEEDBACK RUBRIC FOR COURSE/WORKSHOP: HRM XXX

Grading/ Evaluation Scheme	Guidelines/ Criteria	In Class Participation, Cases and/or Exercises	Group Presentation	Group Written Assignment	Individual Presentation	Individual Assignment	Final Exam	Other
Excellent 8.5 - 10	Accomplishment: Fully completed work							
	Precision: No/Few errors							
	Result: Excellent effort/work, well organized and very neat							
Very Good 6.5 - 8.0	Accomplishment: Partially completed work							
	Precision: Some errors							
	Result: Very good effort/work, quite organised and neat							

Good **5.0 - 6.0**	<u>Accomplishment:</u> Barely completed work	
	<u>Precision:</u> A few errors	
	<u>Result:</u> Basic effort, not very organized and not very neat	
Inadequate **0 - 4.5**	<u>Accomplishment:</u> Work not completed	
	Precision: Many errors	
	<u>Result:</u> Little/inadequate effort, not organized, not neat	

ΠΑΡΑΡΤΗΜΑ V : Course ILOs and Evaluation Methods

Course	Course ILOs	Course Evaluation Methods						
		Lectures, Cases & Exercises	Class Groupwork/ Workshops	Group Project Written Assignment	Group Project Presentation	Final Exam	Class Participation	Individual Assignment
HRM 530 Principles of Management and Work	I. Determine their learning style and its importance.	X			X		X	
	II. Understand basic concepts in business and management.				X			
	III. Construct a references list and in text citations.	X			X			
	IV. Create a presentation by analysing and synthesizing knowledge acquired from academic research papers.	X			X			
HRM 531 Advanced Organizational Behaviour	I. Provide an understanding of key issues involving today's organizations.	X		X		X		
	II. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	X		X	X	X		
	III. Help students apply these concepts to their job and career choices.	X		X	X			

HRM 532 Human Resource Management and Strategic HR							
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.	x		x	x	x		
I. Provide an understanding of the key human resource policies and practices in contemporary organisations.			x		x	x	
II. Develop critical thinking skills by analysing how HR policies and practices can support a firm's strategic objectives and enhance long-term firm performance.			x	x	x	x	
III. Help students understand how to apply the basic human resource practices to their jobs, organisations and careers.			x	x	x	x	
IV. Develop skills in solving and analysis, written and oral communication and teamwork.			x	x	x	x	

HRM 565 Leading People

Learning Objective							
I. Understand the role of leaders and the importance of the leader-follower relationship, alongside the 'circumstances' framing this relationship; appreciate the differences between leaders and managers.	x		x		x		
II. Understand the need for and resistance to change; seek to formulate one's own vision through the power of asking 'why'.	x		x		x		x
III. Cultivate emotional intelligence (self-awareness and empathy) as a fundamental tool of leadership.	x		x		x		
IV. Understand the importance of storytelling and persuasion tactics in conveying one's vision and goals.	x		x		x		
V. Develop moral and authentic leadership through humility and personal responsibility.	x						

HRM 563 Strategic Management							
I. Develop the capacity to think strategically about an organization, its current position, its long-term direction, its resources and capabilities, and its opportunities for gaining a sustainable competitive advantage.	x			x		x	
II. Build skills in conducting strategic analysis and provide a stronger understanding of the competitive challenges of a global business environment.	x			x		x	
III. Help students develop their thinking on how to reason carefully about strategic options, evaluate alternatives, and make sound strategic decisions.	x			x		x	
IV. Enhance students' managerial judgment and appreciation of the importance of risk assessment, as well as improve your ability to make sound business decisions and achieve the desired outcomes.	x			x		x	

HRM 533 Comparative and International Human Resource Management

Learning Outcome						
V. Heighten students' awareness of how and why socially and environmentally responsible management practices matter greatly in achieving a sustainable competitive advantage.		X	X			X
I. Demonstrate an understanding of the key concepts and theories relating to comparative HRM and IHRM.	X		X		X	
II. Appreciate the various challenges involved in managing human resources strategically in the global context and critically explore the implications for HRM decisions.	X		X		X	
III. Recognise the importance of cultural, institutional and organizational differences for the HR strategy, policies and practices of organisations.	X		X		X	
IV. Make use of relevant concepts and theories to analyse how IHRM may	X		X	X	X	X

Outcome							
relate to organisational and individual performance and other outcomes.							
V. Develop their skills in relation to critical thinking and problem-solving, teamwork and communication.	X		X				X
I. Demonstrate knowledge and understanding of key terms, theories/concept, practices, and trends that relate to attracting, recruiting selecting and developing employees, as well as for assessing employee hiring and staffing, and succession planning.	X				X	X	
II. Integrate theoretical knowledge and/or analyse, synthesize and interpret relevant data and information in order to solve complex problems and exercise judgment on issues that relate to employee hiring and staffing, and succession planning.	X	X			X		
III. Apply theoretical models and concepts to evaluate critically HR	X	X					X

	Col 1	Col 2	Col 3	Col 4	Col 5
practices that relate to employee hiring and staffing and succession planning.					
IV. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	x	x		x	x
I. Explore the broad context of an effective compensation strategy.	x		x	x	
II. Identify the purposes of reward systems for key stakeholders.	x		x	x	x
III. Understand the different approaches to reward management and distinguish between the core components of a reward system.	x		x	x	
IV. Identify what is rewarded in organizations and explore the range of available reward options available.	x		x	x	x
V. Evaluate what is meant by 'fairness' in reward and understand the basis for determining fair reward systems and contextual factors.	x			x	
VI. Critically evaluate recent developments in reward strategy and	x			x	x

Table mapping course learning objectives to program outcomes (column headers not captured in image; "X" marks reproduced in approximate columns).

	Col 1	Col 2	Col 3	Col 4
explore national and international perspectives in rewards management				
HRM 574 Workshop on Structures, Job Design and Workforce Planning				
I. Provide an understanding of key issues involving today's organizations.	X			X
II. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	X			X
III. Help students apply these concepts to their jobs and career choices.	X			X
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.	X			X
HRM 576 Workshop on Psychometric Measurements				
I. Provide an understanding of key issues involving today's organizations.	X		X	
II. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	X	X	X	
III. Help students apply these concepts to their jobs and career choices.	X	X	X	X

Learning Outcome						
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.	×	×	×	×		×
I. Apply learning theories to organization's learning culture and training design.	×	×				×
II. Identify how business strategy and current and future organizational capability needs influence the learning and development strategy and implementation.	×	×	×			×
III. Analyse the training and development process, especially the needs assessment and evaluation phases.	×	×				×
IV. Discuss how internal and external conditions within the training process affect learner and team outcomes and capabilities.	×	×	×			×
V. Develop a training module and select the	×					×

Outcome						
appropriate training methods.						
VI. Embed performance assessment, social collaborative learning, training programs, and job experiences to develop a learning and development culture.	x			x	x	
I. Provide an in-depth understanding and theoretical foundation on how to manage employee performance in today's organizations.				x		x
II. Help students build critical thinking skills by analysing performance management practices in existing companies and evaluate its effectiveness.	x			x		x
III. Provide concrete suggestions and examples on how to improve the effectiveness of existing PM practices within a specific organizational context.	x			x		x

Outcome	1	2	3	4	5	6	7
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.				x		x	x
I. Provide an understanding of the theory and practice of managing change.		x			x		
II. Help students build critical thinking skills by analysing how these issues can affect individuals, teams, and organizations.		x	x	x	x		
III. Explain the theories, approaches, and beliefs available to guide action, to make informed choices when instigating and implementing change.			x		x		
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.			x		x		

Course	Learning Outcome							
HRM 573 Workshop on Human Resource Information Systems	I. Provide an understanding of key issues involving today's organizations.						X	
	II. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	X					X	
	III. Help students apply these concepts to their jobs and career choices.	X					X	
	IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.						X	
HRM 539 Entrepreneurship, Creativity and Innovation	I. Provide an understanding of the concepts of creativity and innovation and how they contribute to entrepreneurship.	X		X		X	X	X
	II. Help students apply these concepts to their jobs and use these concepts to create a culture of innovation and creativity within their organizations.	X		X		X	X	X
	III. Help students develop critical thinking skills and how they impact entrepreneurship in	X				X	X	X

HRM 540 Quantitative and Qualitative Methods					
terms of creativity and innovation.					
IV. Develop skills in the following areas: problem solving, time management, written and oral communication, and teamwork.	X	X	X	X	X
I. Help students understand the ethical and practical dimensions of qualitative research.	X	X		X	
II. Help students define research questions, design and implement critical qualitative research projects.	X	X		X	
III. Help students identify solutions to challenges that may arise during their research projects.		X		X	
IV. Help students develop their critical and analytical skills through course assessments.	X	X		X	

Learning Objective					
V. Develop skills in problem solving and analysis, written and oral communication, and teamwork through active participation in lectures, interactive activities and course assignments.		x		x	
VI. Help students understand the value of statistical inference.	x	x	x	x	
VII. Help students define research questions, design, and implement quantitative approach.		x	x	x	
VIII. Help students communicate uncertainty.		x	x	x	
IX. Help students identify solutions to challenges that may arise during their research projects that would benefit from data analytics.		x	x	x	
X. Help students develop their critical and analytical skills through course assessments.	x	x	x	x	x

						HRM 575 Workshop on HR Analytics and Evidence-Based HRM
XI. Develop skills in problem solving and analysis, written and oral communication, and teamwork through active participation in lectures, interactive activities and course assignments.	x				x	
I. Provide an understanding of key issues involving today's organizations.	x				x	
II. Help students build critical thinking skills by analysing how these issues can affect an organization's strategy and performance.	x				x	
III. Help students apply these concepts to their job and career choices	x				x	
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.	x				x	

Course	Objective							
HRM 560 MNCs Employment Systems and Institutions	I. Provide an understanding of key organizational and management, including HRM, issues faced by MNCs.	x		x		x		
	II. Help students build critical thinking skills by analysing how these issues can affect a MNC's strategy and performance.	x		x		x	x	
	III. Help students apply these concepts to your career choices.	x		x		x	x	
	IV. Develop skills in the following areas: problem solving and analysis of MNCs, written and oral communication, and teamwork.	x		x		x		
HRM 561 The Regulatory Framework of HRM	I. Acquire an understanding of how institutions generally influence the practice of HRM.	x		x				x
	II. Provide an international comparative perspective on how institutions operate to shape the employment	x		x		x		x

relationship in different national contexts.								
HRM 577 Workshop on Negotiations and Conflict Resolution								
III. Make links between international analysis and the situation in Cyprus.		x					x	
I. Identify negotiation as the primary method of consensual conflict resolution.		x					x	
II. Appreciate the importance of negotiation in the workplace.		x					x	
III. Understand the essence of the negotiation problem.		x					x	
IV. Craft value-creating solutions to negotiation interactions.		x					x	
V. Generate sustainable agreements that do not damage (even promote) good working relationships despite apparent conflict.		x					x	
HRM 562 Managing workforce diversity: Theory and practice								
I. Understand the key concepts and theories related to diversity and inclusion/ exclusion.	x	x						
II. Appreciate the meaning of diversity and its main dimensions.	x	x						
III. Critically reflect on one's own social identities and their implications for their interactions with others.	x	x					x	

IV. Critically reflect on and work against stereotypes and prejudices, both at the individual and organisational levels.	x					x	x
V. Develop awareness and competence to apply a strategic approach to managing workplace diversity, including best practices.	x					x	x
VI. Critically evaluate HRM policy and practice through a diversity lens to apply best practices in managing diversity and inclusion strategically.						x	x
I. Provide an understanding of key issues involving today's organizations, in the area of business ethics and CSR.		x					x
II. Help students build critical thinking skills by analysing how these issues can affect employee and organizational strategy and performance.	x	x	x				x
III. Help students apply these concepts to their jobs and career choices and design practices to	x	x	x			x	

Learning Outcome							
face these issues in the workplace.							X
IV. Develop skills in the following areas: problem solving and analysis, written and oral communication, and teamwork.	X		X		X		
I. Provide an understanding of the practical approaches in HR Business Partnering involving today's organizations.	X					X	
II. Help students build critical thinking skills by analysing realistic case studies and how these issues can affect an organization's strategy and performance.	X					X	
III. Help students apply HR Business Partnering to their jobs and career choices.	X					X	
IV. Develop skills in the following areas: problem solving and analysis, presenting, communication, and teamwork.	X					X	