



european university

CENTER FOR MANAGEMENT STUDIES

[www.euruni.edu](http://www.euruni.edu)



# \_GRADUATE PROGRAM COURSE DESCRIPTIONS

Discover in-depth information on the graduate/MBA programs offered at European University. Inside, you will find detailed course descriptions for the core MBA subjects as well as a breakdown of the majors available.



# \_TABLE OF CONTENTS

## CORE COURSES MBA - TERMS 1 & 2

05 .....	Term 1
06 .....	Term 2

## ELECTIVE MAJORS - TERM 3

08 .....	International Business
09 .....	Communication & Public Relations
10 .....	International Marketing
11 .....	Global Banking & Finance
12 .....	Leisure & Tourism Management
13 .....	Entrepreneurship
14 .....	Leadership
15 .....	E-Business
16 .....	Sports Management
17 .....	Human Resources Management

# \_CORE COURSES

## CORE COURSES

### \_TERM 1

#### MC0101 - Management Skills (3CH/4ECTS)

This course introduces the concepts, techniques, procedures and ethics of effective management in organizational settings. Students explore the competencies, skills and organizational processes associated with four functions of management: planning, organizing, leading and controlling. The course focuses on the human relationships involved in these processes: between an individual and an organization and between an organization and the society in which it operates. These relationships are two-way and students discover how to make them mutually beneficial.

#### MC0102 - Organizational Behavior (3CH/4ECTS)

Understanding, managing and influencing individual and group behavior enables the organization to achieve its goals more effectively. This course examines individual and group behavior within the context of organization in the past and present and attempts to look to the future. It provides theoretical and practical knowledge for understanding topics such as organizational structure, motivation, job design, leadership, managerial decision-making, group processes, teamwork and conflict resolution.

#### MC0103 - Managerial Accounting (3CH/4ECTS)

This intensive course examines accounting and finance from the perspective of a decision-maker to help students develop a framework for understanding financial, managerial, and tax reports. Students prepare and interpret financial information for investors (external users) and managers (internal users) and also examine how financial instruments are used to support system and project creation and how cost-volume-profit relationships and incremental analysis provide information to support decision-making. Other topics include accounting ethics, accounting for responsibility centers and transfer pricing.

#### MC0104 - Marketing (3CH/4ECTS)

This course promotes the understanding of concepts, philosophies, processes and techniques used in managing marketing operations. It also develops an appreciation of different aspects of the marketplace. Students examine the product life cycle, explore the marketing mix and learn how to develop marketing strategies. Based on the theoretical background, complete marketing campaigns are prepared for different sectors, environments and situations, both local and global. The role of the marketing plan as part of the business plan is also explored.

#### MC0105 - Quantitative Business Methods (3CH/4ECTS)

This course acquaints students with various statistical tools and techniques, such as analytical model building, used in administrative and business decision making. Topics include: statistical hypothesis testing, frequency distributions and other applications of statistics, regression analysis, linear programming and financial mathematics.

#### MC0106 - Negotiation (seminar) (1CH/1ECTS)

The need for negotiation skills arises wherever joint decision-making is necessary. This seminar develops students' self-confidence in their negotiation skills and enables them to become better decision makers. A unique element of the seminar is that students experience the interaction of need, compromise and fear-based negotiations focussing on the possibility of losing the deal. Another key aspect of successful negotiation is controlling the release of emotional pressure during the negotiating process. This seminar offers an opportunity to discover and experiment with different techniques that help lead to the desired outcome and clearer decisions.

#### MC0107 - Business Law (seminar) (1CH/1ECTS)

This seminar focuses on key international legal topics: commercial agreements, contracts, intellectual property, ethics, fraud, bribery and corruption. Reflection on real cases provides practical knowledge applicable to the real world.

#### Industrial Visits & Invited Managers' Lectures (1CH/1ECTS)

Visits to small businesses and international companies, as well as interaction with invited guests will familiarize students with real business life. Students will be required to present oral and written reports based on their experiences during the visits and events.

CH – Credit Hours

ECTS – European Credit Transfer System

**\_TERM 2****CORE COURSES****MC0201 - Finance (3CH/4ECTS)**

This course covers the key principles of finance that are necessary to understand and implement the finance function in an organization and carry out the financial analysis that acts as a basic backup in the decision-making process. Students learn to analyze and create alternative investment projects and to prepare corresponding budgets. Topics include the managerial approach to financial analysis, budgeting, planning and control and the management of working capital, long-term assets and long-term financing.

**MC0202 - Human Resources Management (3CH/4ECTS)**

This course analyzes the micro-functions of the management of Human Resources and explores its strategic importance for an organization to attract, develop, motivate and retain employees both now and in the future. The course covers topics such as the strategic importance of HRM, recruitment and talent acquisition, training, mentoring and promotion, appraisal, fair compensation, conflict resolution and legal issues. The 21st century brings new challenges to the field of HRM, such as outplacement, outsourcing HR functions, employee leasing and other options.

**MC0203 - Global Economics (3CH/4ECTS)**

Global Economics examines the basic principles of macroeconomics and microeconomics, to be used in managerial situations. Topics include: global interdependence and the benefits of trade; market forces of supply and demand; supply, demand and government policies; measuring a nation's income and cost of living; production and growth; savings, investment and the financial systems; unemployment and its natural rate; the monetary system; money and inflation. Students learn to apply this knowledge when making economic decisions in a global business context. The course assumes that students have some basic knowledge of economic terminology.

**MC0204 - Strategic Management (3CH/4ECTS)**

The process of strategically positioning an organization is key to success and having a clear vision and mission that runs throughout the organization is key to internal and external branding. To optimize the overall performance of a firm or a business unit within a firm, students learn to identify and analyze the drivers of the firm's current performance and identify external changes that may affect optimal results. This course reviews the main concepts, methods and tools which are used in the strategy formulation and implementation processes and explores ways to better leverage a firm's internal resources in order to improve sustainable performance and investigate the limitations of applied theory.

**MC0205 - Management Information Systems (3CH/4ECTS)**

This course examines the role of Management Information Systems in organizations and provides an overview of the functions and cost of technology. Students explore how companies try to make the most of their investment for managing data and for communicating both internally and externally at a time when the percentage of companies' budgets dedicated to IT is increasing.

**MC0206 - Communication Skills (seminar) (1CH/1ECTS)**

This seminar focuses on understanding the communication processes needed for effective oral and written communication in a business setting. Emphasis is placed on the application of key principles that will enhance communication and effectiveness and the development of skills and attitudes appropriate to business communication, especially in public speaking.

**MC0207 - Job Career Planning (seminar) (1CH/1ECTS)**

This seminar helps students better understand, analyze and identify future career paths. Knowledge and experience acquired during the course of study inevitably changes the individual's profile in the market. Re-assessing that profile is an essential part of planning for the future, preparing a new curriculum and perfecting a presentation for networking. The changing business environment also brings about a need for a more innovative approach to job searches. It is advisable for students to be prepared to operate as freelancers, consultants, entrepreneurs or contributors to virtual organizations, with a well-designed personal brand both online and offline. This seminar offers practical support in finding employment after graduating.

**Industrial Visits and Invited Managers' Lectures (1CH/1ECTS)**

Visits to small businesses and international companies, as well as interaction with invited guests will familiarize students with real business life. Students will be required to present oral and written reports based on their experiences during visits and events.

CH – Credit Hours

ECTS – European Credit Transfer System

\_ELECTIVE  
MAJORS

## MBA – MAJOR IN INTERNATIONAL BUSINESS

### \_TERM 3

#### MBA301 - Business Policy & Strategy (3CH/4ECTS)

This course builds on the principles of Strategic Management to introduce students to the practice of Business Policy and Strategy at the level of a single business. The course takes an integrated view of the company and introduces a range of Business Policy tools; through case studies, students develop self-confidence in making use of policies that, when effectively employed, contribute to creating the organization's competitive advantage, based on satisfying the needs of all its stakeholders. The course also discusses how Business Policy can be adapted to ensure better performance.

#### MBA302 - International Marketing (3CH/4ECTS)

This course develops an understanding of the global marketing environment through key concepts, and tools, and theory. The course challenges students to think critically about global competition and expansion as they discuss problems and perspectives of marketing across national boundaries and within foreign countries. Topics include trade laws and regulations in different markets, global analytical frameworks and tools, and current and innovative strategies employed by successful global firms.

#### MBA303 - International Finance (3CH/4ECTS)

This course explores areas of the global financial environment in which financial managers of internationally active businesses operate. Topics include foreign exchange transactions, exchange rate behavior; cross-border currency flows, managing foreign exchange exposure, global capital markets and flow, and sovereign debt. Students also examine risk management, hedging tools and the keys to international investment decisions.

#### MBA304 - Sales Management (3CH/4ECTS)

This course helps students understand the complex world of international sales management. Topics include the practical tools of “real life” sales management: selling skills, managing sales, motivation and fair compensation of a sales force, the digitalization of the selling process and customer relations in the international context. Real cases show the importance of inter-cultural issues and students discover that it is extremely important to understand and respect the cultural background of agents, distributors and local partners to succeed in international business.

#### MBA305 - Technology & Change Management (3CH/4ECTS)

This course explores the concept and dynamics of change and the complex effects change can have on individuals, teams, organizations and societies. Managing change and its attendant conflicts entails a variety of skills - some conceptual and diagnostic, others strategic, political and interpersonal. Students examine real cases to understand how to manage change to produce the best possible outcomes and, in the process, discover that bringing about change is essentially about managing people and information.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN COMMUNICATION & PUBLIC RELATIONS

### \_TERM 3

#### MCP301 - Public Speaking & Public Communication (3CH/4ECTS)

This oral communication skills course emphasizes organizing thoughts, adapting messages to specific audiences and using language effectively. Students examine and evaluate communication styles and learn to deliver messages verbally and non-verbally with effect and confidence. Other topics include active listening, handling Question and Answer Sessions, impromptu speeches and speech writing.

#### MCP302 - Public Relations (3CH/4ECTS)

This course explores the meaning, origins, and scope of this management and communication function. Students master the concept of public relations by using real cases to analyze specific tasks and responsibilities and examine the application of public relations in corporate, governmental and non-profit sectors.

#### MCP303 - Organizational Communication (3CH/4ECTS)

This course examines how effective internal, organizational communication is key to achieving objectives and integral vision and mission. Emphasis is placed on employer-employee relationships, two-way communication, communication tools for socialization and motivation, message construction and internal events. Students also explore how formal and informal internal communication networks can be used to the benefit of all and to further and deepen key concepts in the organization's vision and mission.

#### MCP304 - Mass Media Strategy, Planning & Media Law (3CH/4ECTS)

The course examines how to define the most suitable advertising strategy and media using a range of cases and examples of competitive situations. In this way students develop a deep understanding about how to build brands effectively. This course also provides the student with a clear overview of the laws for mass communication, so that as practitioners, they will act ethically and within accepted parameters and norms. Should guidance be needed in the handling of a story, should a legal problem develop with a news story, students will be able to find a solution.

#### MCP305 - Practical Applications in Public Relations (3CH/4ECTS)

This course looks at public relations as a function that identifies problems and opportunities, selects priorities, develops strategies and executes programs, offering a step-by-step approach and system. Students acquire a clear set of guiding principles and learn how to create a public relations program. During the process cases are used to illustrate the application of the principles to real-life situations.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN INTERNATIONAL MARKETING

### \_TERM 3

#### MIK301 - International Marketing (3CH/4ECTS)

This course provides an understanding of the content, issues, contextual factors, administrative mechanisms and organization processes relevant to establishing and maintaining effective global marketing strategy. It is designed to assist students in acquiring strategic decision-making skills for developing strategies for successfully entering international markets.

#### MIK302 - Sales Management (3CH/4ECTS)

This course helps students understand the complex world of international sales management. Topics include the practical tools of “real life” sales management: selling skills, managing sales, motivation and fair compensation of a sales force, the digitalization of the selling process and customer relations in an international context. Real cases show the importance of inter-cultural issues and students discover that it is extremely important to understand and respect the cultural background of agents, distributors and local partners to succeed in international business.

#### MIK303 - Marketing Research (3CH/4ECTS)

This course provides the students with the necessary knowledge and insight into key marketing research concepts. The objective of the course is to provide an understanding of how market research is performed, how different questionnaires are designed and developed and how the findings are communicated to managers.

#### MIK304 - E-Marketing (3CH/4ECTS)

This combination lecture and hands-on lab focuses on marketing and branding essentials, banner optimization, search engine placement secrets, domain name awareness, successful email campaigns, usability, analytics and affiliate programs.

#### MIK305 - Advertising & Media (3CH/4ECTS)

This course gives a broad overview of how Advertising and Media Planning work today. The basic concepts and strategies are discussed, illustrated by real-life applications of the disciplines, as well as the tasks, roles and skills of the professionals in this field of expertise. The students will learn to understand the advertisers’ needs in terms of creativity and media investment, and decide on the best approach to meet these needs.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN GLOBAL BANKING & FINANCE

### \_TERM 3

#### MBF301 - Financial Investments (3CH/4ECTS)

This course aims to give students a basic understanding of the investment process by considering two key aspects: Security Analysis for both Equity and Fixed Income Investments; and Portfolio Management, including design and performance evaluation. Students will be required to carry out two real projects that will help them apply this knowledge when making investment decisions in a global business context. The course will analyze a particular security in detail and also create a portfolio and evaluate its performance in terms of its return-risk. It is also important that students are able to interpret data, newspapers, technical reports and articles on investments. Students can apply this knowledge to make the appropriate financial decision in each situation. The course assumes that students have previously studied basic financial principles.

#### MBF302 - Financial Planning (3CH/4ECTS)

This course provides students with detailed expertise to examine and evaluate financial statements. It covers the fundamental concepts and procedures of financial statement analysis including advanced concepts in financial accounting. Other areas include budget preparation, understanding different types of budgets and how they are linked together. It also provides an overview of the different techniques and approaches needed to develop a budget and monitor its execution.

#### MBF303 - Short-Term Financial Management (3CH/4ECTS)

The main objective of this course is to acquaint students with the modern techniques and practices of short-term corporate finance. The course covers in detail the key components of a firm's current assets and current liabilities, liquidity and default risk, and short-term financing and investing decisions.

#### MBF304 - Long-Term Financial Planning (3CH/4ECTS)

This course provides students with the expertise necessary to assess the optimal corporate capital structure and the best dividend policy aimed at continuously increasing the value for shareholders. This course provides students with concepts, principles and a basic understanding of the steps required to evaluate the prospects, to start and to operate a small business. Based on examples and cases, instruction and research into current business information, students review what is required to start and operate a small business. The final outcome will be the preparation of a comprehensive small business plan.

#### MBF305 - Advanced Finance (3CH/4ECTS)

This course provides students with an understanding of how companies can grow and consolidate their financial position. Mergers and acquisitions (M&A) are studied as a way of consolidating companies. Most firms grow their business in four ways: organically, via acquisitions, by way of alliances, or through strategic acquisitions. Organic growth includes investing in technology, creating new products, and hiring new people. Alliances, joint ventures, strategic acquisitions, and mergers, which are often handles by the M&A division of an investment bank. The second part of the course provides students with concepts, principles and a basic understanding of derivative-related financial instruments (Forwards, Futures, Swaps and Options) and their use in investment and Corporate Financial Management.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN LEISURE & TOURISM MANAGEMENT

### \_TERM 3

#### MLT301 - International Tourism Management (3CH/4ECTS)

This course provides clear, comprehensive coverage of key business concepts in international tourism management, including: tourism demand and forecasting, research and innovation, corporate strategy environmental issues, marketing, finance and operations, and human resources management.

#### MLT302 - Strategic Tourism Marketing (3CH/4ECTS)

This course provides the student with an overview of the role of marketing in the travel and tourism industry. The major processes within marketing are studied and the way they relate to each other is assessed through case studies and class discussion. Students will be required to show an understanding of the concepts by applying them to real situations in the field of tourism.

#### MLT303 - Environments of Tourism (3CH/4ECTS)

This course is a comprehensive introduction to tourism planning and development, investigating the impact that tourism has on economic, socio-cultural, and physical environments. Issues concerning host-visitor relationships will also be explored together with environmental analysis and audit aimed at achieving sustainable tourism.

#### MLT304 - Culture & Cross-Cultural Management in Tourism (3CH/4ECTS)

Among individuals from different cultures verbal and non-verbal communication may lose effectiveness due to a lack of common beliefs, signs or language. In the context of business, surpassing these cultural barriers is essential to achieve goals and perform efficiently. As a global business, tourism is deeply multi-cultural and it is, therefore, essential to bring knowledge, solutions and proposals in this area. This course shows how culture influences the organization of international firms, how managers devise international business plans and strategy, and how it affects specific responses in the workplace.

#### MLT305 - E-Business in Tourism (3CH/4ECTS)

This course aims to give students a broad understanding of the processes and structures involved in E-Business in Tourism. Topics covered in the course are looked at from the aspect of both the consumer and the service provider.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN ENTREPRENEURSHIP

### \_TERM 3

#### MET301 - New Product Development (3CH/4ECTS)

This course provides the framework, tools, techniques, and perspectives that lead to the effective development and marketing of new products. The course offers comprehensive coverage of the major topics in developing and implementing a market-driven approach to innovation. Incorporating cutting-edge thinking and best practices in new product development, this course shows how organizations can both develop and modify the new product development process to improve positioning and to gain strategic competitive advantage.

#### MET302 - Entrepreneurship & New Venture Creation (3CH/4ECTS)

This course helps students gain an understanding of the business and marketing principles necessary to start and operate a business. It raises the level of awareness of the opportunities for small business ownership and develops the planning skills needed to open a small business. Students explore the traits and characteristics of successful entrepreneurs and gain an awareness of the knowledge needed in research, planning, operations, and regulations affecting small business. They learn strategies of business management and marketing and the economic role of the entrepreneur in the market system.

#### MET303 - Innovation & Leadership (3CH/4ECTS)

This course examines leadership and management in relation to innovation. Leadership requires a set of skills to guide an organization to change and to embrace innovation. The leader must implement the right policies and compensation and develop a culture which helps the company grow. Emphasis will be placed on the understanding of different innovation models, such as start ups, innovation within existing organizations, open innovation, and also innovation in a globalized world.

#### MET304 - Technology & Change Management (3CH/4ECTS)

This course explores the concept and dynamics of change and the complex effects change can have on individuals, teams, organizations and societies. Managing change and its attendant conflicts entails a variety of skills - some conceptual and diagnostic, others strategic, political and interpersonal. Students examine real cases to understand how to manage change to produce the best possible outcomes and, in the process, discover that bringing about change is essentially about managing people and information.

#### MET305 - Family Business Management (3CH/4ECTS)

Family businesses occupy an important place in the world economy. They are characterized by distinct core competencies that can result in unique competitive advantages, but they also face challenges that can threaten their continuity. The challenges are primarily related to the interaction of family, management and ownership, particularly in relation to issues of succession, power and growth.

#### Research Report (6CH/6ECTS)

## MBA – MAJOR IN LEADERSHIP

### \_TERM 3

#### MLS301 - Business Ethics (3CH/4ECTS)

In pursuing the ethical basis for business policy and practice, the course examines the philosophical issues which form the foundation of business culture, economic theory, and management science. Students discuss issues such as how we define success in business and how businesses can provide benefits to society. In addition, the course will cover the current industry trends on corporate social responsibility and sustainability and the need to avoid any negative impact that may result from unethical behavior by organizations.

#### MLS302 - Innovation & Leadership (3CH/4ECTS)

This course examines the importance of team building to bring about innovation. Team building requires leadership and a set of skills that guides an organization to change and to embrace innovation. It is important to understand the different innovation models, as well as the significance of the various roles carried out by team members. The right policies, compensation and culture need to be put in place to help the organisation grow through innovation and team building.

#### MLS303 - Strategic Supply Chain Management (3CH/4ECTS)

Supply chain management entails managing the flow of goods and information through the organization's value chain, from suppliers to end users. Two primary objectives are to gain competitive advantage via superior customer service and reduced costs through efficient procurement, production and delivery systems. The course analyzes the supply chain to identify where value can be added within it, identifying where and how strategic competitive advantage can be achieved. Various aspects of Strategic Supply Chain Management are introduced in order to help students to apply them to organizational decisions and to proactively fulfill the demands and challenges of a globalized world.

#### MLS304 - Business Policy & Strategy (3CH/4ECTS)

The course draws together the purpose and methodologies of the functional areas of business policy and strategy, and shows how they contribute to the overall purpose and aims of the organization. Students study the environment in which the organization exists with particular emphasis on the future. This course will enable students to analyze complex organizations and their environments as well as the relationships between the two, and evaluate models and methodologies by observing how real organizations operate.

#### MLS305 - Coaching & Mentoring (3CH/4ECTS)

All organizations need talented people who are motivated to achieve. Coaching and mentoring play an important role in creating such talents as coaches and mentors nurture the necessary skills and develop a positive attitude towards work. Successful coaches and mentors offer a wide range of skills to facilitate personal development and achieving the desired goals. This course introduces these skills using practical application for maximum benefit in any given situation.

#### Research Report (6CH/6ECTS)

CH – Credit Hours  
ECTS – European Credit Transfer System

## MBA – MAJOR IN E-BUSINESS

### \_TERM 3

#### MEB301 - E-Marketing Strategies (3CH/4ECTS)

This combination lecture and hands-on lab focuses on marketing and branding essentials, banner optimization, search engine placement secrets, domain name awareness, successful email campaigns, usability, analytics and affiliate programs.

#### MEB302 - Crafting the E-Business Model (3CH/4ECTS)

The term “business model” refers to how an organization generates its revenue. The e-business environment has created the need for new and adapted business models. This course addresses important questions such as: Which models will prove most effective for which kinds of businesses? How can each be pursued most effectively? What combinations of the pure models tend to be particularly effective and which tend to be in conflict?

#### MEB303 - E-Business Architecture (3CH/4ECTS)

E-Business is fast becoming one of the core tools to be exploited by the main global business players. This course teaches how to build and maintain a corporate e-business effectively, from the small business perspective to the multinational corporation. Some of the areas covered are the IT fundamentals, the architecture and the key tools and strategies to keep e-businesses safe. Real world case studies and examples are followed as foundation stones to a practical approach.

#### MEB304 - E-Business Design (3CH/4ECTS)

The technology that enables e-commerce consists of a unique set of components. A thorough understanding of these components and the various architectures that configure them is essential to deliver appropriate solutions for internet, intranet and extranets. This course examines these components and how they are applied in real business cases.

#### MEB305 - The E-Consumer (3CH/4ECTS)

This course begins with an introduction to e-business as a type of e-business. Students are guided through e-business solutions and enterprise application integration. This course also covers e-business technologies, XML, and object technology.

#### Research Report (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## MBA – MAJOR IN SPORTS MANAGEMENT

### \_TERM 3

#### MSP301 - Sports Marketing Management (3CH/4ECTS)

The course presents a comprehensive examination of basic marketing functions and concepts as applied to sport-related enterprises. The course helps to analyze sports business problems and make recommendations that involve the business development of products and services within the sports world. It emphasizes the resolution of sports marketing problems ranging from product development, branding concepts, pricing strategies, promotions and distribution policies.

#### MSP302 - Financial Management Applications to Sport (3CH/4ECTS)

The course provides the student with a practical background regarding the principles of Financial Management and Financial Statements for the purposes of planning, administering, reporting and evaluating the financial performance of sport-related entities.

#### MSP303 - Sports Sponsorship (3CH/4ECTS)

This course introduces the principles of Sports Sponsorship, using a practical approach and applying the concepts to real situations. Students discover the specific issue of sponsorship by critically examining the various Sports Sponsorship management issues, including planning, process, sales strategy, activation and evaluation.

#### MSP304 - Sports Management Issues (3CH/4ECTS)

This course emphasizes the major management principles that affect businesses in the field of sports and the qualities and skills that a manager needs in order to run a sport business effectively. Legal issues, types of sporting organizations and an overview of career possibilities in the field are examined.

#### MSP305 - Crafting Unique Sports Events (3CH/4ECTS)

This course provides students with an understanding of the complexity involved in bidding for and staging major sports events, in a way that will achieve lasting benefits for the organizers, host communities and event owners. A large number of processes have to be integrated effectively across all stages to create successful bids for major sporting events. The life cycle of major events includes a variety of stages such as defining a vision and goals, preparing the technical bid, bid operations, the planning and implementation of the event and legacy operations. The content builds on current state-of-the-art planning and management frameworks used by bid committees and organizing committees.

#### Research Report (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## MBA – MAJOR IN HUMAN RESOURCES MANAGEMENT

### \_TERM 3

#### MHR301 - International Human Resources Management (3CH/4ECTS)

This course provides a comprehensive perspective of the implications of managing people across borders. The internationalization of business is addressed as a foundation for the review and evaluation of human resource practices that support the movement of business and managers into cultures that are both similar to and foreign from the home culture. It offers students an up-to-date and thorough understanding of the essential elements of international human resources management and the role of HRM in internationalization, as well as the link between strategy, structure and HRM in multinational corporations.

#### MHR302 - HR Development & Training (3CH/4ECTS)

The course focuses on the primary functions of human resource development, linked to training and career development. Organizational development activities and processes to help an organization to become a Learning Organization are addressed. Various types of current training and development programs and techniques are explored and students are provided with tools and information that will help to identify the different types of learners and the methods required to address different learning styles successfully. The course covers the full training cycle and provides the tools to carry it out.

#### MHR303 - Communication & Negotiation in Employee Relations (3CH/4ECTS)

The course provides students with the necessary skills for successful negotiations and communications between employees and employers. Business processes, such as salary, budget and labor negotiations are discussed, as well as other aspects of labor relations. Practical application of these issues is illustrated using case studies of real business experiences.

#### MHR304 - People Management (3CH/4ECTS)

People are at the heart of organizations and are often one of the most important resources available to management. To understand the management of human resources and the factors that shape this process the course examines Human Resources Management (HRM) and the context of HRM from a comparative perspective using a number of examples taken from real life cases.

#### MHR305 - Organizational Communication (3CH/4ECTS)

This course examines how effective internal, organizational communication is key to achieving objectives and integral vision and mission. Emphasis is placed on employer-employee relationships, two-way communication, communication tools for socialization and motivation, message construction and internal events. Students also explore how formal and informal internal communication networks can be used to the benefit of all and to further and deepen key concepts in the organization's vision and mission.

#### Research Report (6CH/6ECTS)



**European University Barcelona**

Ganduxer 70  
08021 Barcelona, Spain  
Tel: +34 93 201 81 71  
Fax: +34 93 201 79 35  
info.bcn@euruni.edu

**European University Geneva**

Quai du Seujet 18  
1201 Geneva, Switzerland  
Tel: +41 22 779 26 71  
Fax: +41 22 779 26 73  
info.gva@euruni.edu

**European University Montreux**

Le Forum-Grand-Rue 3  
1820 Montreux 2, Switzerland  
Tel: +41 21 964 84 64  
Fax: +41 21 964 84 68  
info.mtx@euruni.edu

**EU Executive Center**

Château Maison Blanche  
1853 Yvorne, Switzerland  
Tel. +41 24 466 68 69  
Fax +41 24 466 68 71  
info@chateau-yvorne.ch

**EBCM Munich**

**Branch of European University**

Gmunder Strasse 53  
81379 Munich, Germany  
Tel: +49 89 5502 9595  
Fax: +49 89 5502 9504  
info.muc@euruni.edu

**Programs in:**

**London** (United Kingdom) | **Freiburg** (Germany) | **Moscow & Rostov-on-Don** (Russia) | **Almaty, Astana & Aktobe** (Kazakhstan)  
**Taipei** (Taiwan) | **Hong Kong, Shenzhen & Beijing** (China) | **Kuala Lumpur & Kota Kinabalu** (Malaysia)