ECTS Information Package: Degree Programme

Master's Degree in

HUMAN RESOURCES MANAGEMENT

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A - General Description

Programme Title - Mestrado em Gestão de Recursos Humanos

Qualification awarded - Master's Degree in Human Resources Management

Level of qualification - Second-cycle degree, EQF Level 7; ISCED Level 7

Specific admission requirements

<u>General</u>

According to the Portuguese Law, the following candidates are eligible for entry to the course of study leading to the *Mestre* degree:

- Holders of a *licenciado* degree or legally equivalent corresponding to the first cycle of higher education;
- Holders of a foreign higher degree awarded on completion of a first-cycle programme organised in the framework of the Bologna Process;
- Holders of a foreign higher degree which is deemed by the Technical-Scientific Committee of ESTT-IPT to meet the requirements of a *licenciado* degree.
- Holders of an academic, scientific or professional curriculum which is deemed by the Technical/Scientific Committee of ESGT-IPT as appropriate to access the programme.

<u>Specific</u>

Without prejudice to the general entry requirements, the following candidates are accepted for entry onto the Master's programme in Human Resources Management but subject to student quotas:

· Holders of a licenciado degree in Social Sciences or any other first-cycle degree taught by Portuguese higher education establishments; and

· Individuals who do not hold a university degree subject to CV analysis and an interview. These students will, on successful completion of the first year of the programme, be awarded a Specialisation Diploma in Management worth 60 ECTS, with no Dissertation, Project or Internship and no Masters award.

Specific arrangements for recognition of prior learning (formal, non-formal and informal)

<u>General</u>
Granting of credits from prior learning is regulated by the Portuguese Law taking into account the level of credits and the field of study where they have been earned and is subject to the recognition of ESGT-IPT Technical/Scientific Committee.

- Training undertaken in the context of other higher education programmes of study from national or foreign HE establishments or organised in the framework of the Bologna Process or other prior learning can be credited towards the present programme of study;
- Credits earned from postgraduate studies can also be credited towards this programme of study;
- Professional experience or other training, different from the abovementioned ones, can also be credited towards this programme of study.

<u>Specific</u>

Qualification requirements and regulations:

Master's degrees are regulated by Portuguese Law and applicable programme regulations established by the Escola Superior de Gestão de Tomar (ESGT).

In order to complete the master's degree it is necessary to accumulate 120 ECTS credits distributed throughout 4 curricular semesters as according to the course curriculum.

Each ECTS credit corresponds to 27 hours of work. All holders of a bachelor's degree in HRM related areas are eligible to apply for the Master's Degree in Human Resources Management. Holders of a national or foreign academic degree that is accepted as equivalent to a licenciatura in the management and social sciences are eligible to apply for this degree programme. According to article 17(d) of Decree-Law 74/2006 dated 24 March, other applications can be submitted for consideration based on CV analysis.

Profile of the program:
Organizations are undergoing times of disruptive change and intense dynamics that place considerable challenges for its leaders in which human factors are crucial. Today, human resources management is not only about managing traditional activities, it involves a strong focus on organizational diagnostic and intervention and the search for continuous improvement in order to achieve a sustainable HR management that is in line with the organisation's business strategy. Hands-on technical expertise is required from practitioners that can only be obtained from specialist studies based on lifelong learning. The Master's Degree in Human Resources aims at providing technical knowledge and operational and strategic skills for a quality performance in human resources management related areas as well as scientific research skills.

Key learning outcomes:

In the last few years, the good results of the degree programme in Human Resources Management and Organizational Behaviour (both in terms of programme operation and graduate employability) together with the stable academic standing of the ESGT's faculty members (all doctorates and engaged in research and other scientific activities) can be considered justification enough to create the Master's degree in HRM. Stability and full-time tenure track positions of IPT faculty was another factor that contributed to the decision to launch this new master's. The ever-increasing demand for the bachelor's degree in HRM in the last few years and the desire from present and former students of the programme as well as students from other ESGT programmes to proceed to master's studies at IPT was another reason for the creation of this degree. In a world where organizations are more and more challenging, this Master's degree is crucial as it deals with topics such as management, strategy, human resources, interculturality and research, and students are provided the opportunity to undertake an internship, dissertation or project.

Occupational profiles of graduates with examples:

With this master's degree students will be equipped to work as:

- HR managers or directors;

- HR technicians;

- Advisers to the Board;

- Technical business analysts;

- Technicians/experts in information systems;

-Project analysts;

- Consultants;

- Career development technicians;

- Vocational training managers;

-Technicians/experts in executive search/head hunting/outplacement;

- Teachers;

- Researchers,

This can take place in private or public businesses/organizations such as central, regional and local administration, HR departments and corporate businesses.

Access to further studies:

Holders of the master's degree in HRM are eligible to apply for doctoral programmes (3rd cycle degrees).

Course structure diagram with credits

Course Title	Year	Semester	Credits
International Human Resource Management	1	S1	6
Organisational Diagnosis and Intervention	1	S1	6
Organizational Behaviour	1	S1	5
Strategic Organisational Management	1	S1	7
Talent Attraction, Development and Retention in Organisations	1	S1	6
Advanced Data Analysis Methods	1	S2	6
Career Management and Reward Systems	1	S2	6
Healthy Workplace Management	1	S2	5
Information Systems for Human Resource Management	1	S2	6
Start-up Management Processes	1	S2	7
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Research Seminar	2	S1	8
Thematic Seminars on Human Resources Management	2	S1	4

(*) This course may not be available in certain academic years. Please confirm availability with the Erasmus coordinator.

Examination regulations, assessment and grading

General
Assessment of course units complies with the Academic Regulations in force at ESGT-IPT, except for the Dissertation, Project and Internship, to which apply the provisions set out in the regulations for the master's degrees offered by the ESGT-IPT.

- Dissertation, Project and Internship have only two assessment seasons and the students are free to choose only one.
- The assessment calendar for the Dissertation, Project and Internship is proposed by the Programme Coordinating Committee to the Technical/Scientific Committee at the beginning of each academic year.
- The general grade improvement scheme does not apply to the Dissertation, Project and Internship.

The overall grade of the master's programme is the arithmetic weighted average rounded off to the ones of the number of ECTS credits and the grades of the course units that form part of the programme of study.
The 10-20 mark expressed on a 0-20 scale is converted into its equivalent in the European grading scale with the awards Satisfactory, Good, Very Good or Excellent.

Specific
The students must either develop an original project, undertake professional internship and associated report or produce a dissertation. Both the project, internship report and dissertation must be submitted for appreciation and public discussion to an examination panel appointed for that purpose.

See article 11 of the Regulation no.1/IPT/2017 - Academic regulations for the Graduate Schools of the Instituto Politécnico de Tomar.

Graduation requirements:

The total number of credits, the total duration of the programme and the credit value of each module required to obtain the degree in HRM comply with the regulatory framework of the Bologna Process and the provisions in article 18 of Decree-Law 115/2013 dated 7 August governing the legal framework for higher degrees and diplomas/certificates which reads as follows: The course of study leading to the mestredegree corresponds to 90 to 120 ECTS credits and has a normal duration between three to four curricular semesters. The modules within the degree programme total 66 ECTS which corresponds to 55% of the total number of credits required to obtain the degree, thus meeting the minimum requirement of 50% specified by the decree-law. Internship, project or dissertation totals 54 credits and meets the minimum legal requirement.

Mode of study:

Mode of study: Evening programme

Full or part-time

Program director or equivalente

Director: Ana Luísa Junça da Silva
Erasmus coordinator: Paula Alexandra da Cruz Silva Pina de Almeida
ECTS coordinator: Sílvio Manuel da Rocha Brito

B - Description of individual course units

Course unit title	International Human Resource Management
Course unit code	92995
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Sílvio Manuel da Rocha Brito Maria Graciete da Purificação Reis Henriques Honrado
Learning outcomes of the course unit	Describe HRM practices and systems and compare different cultures. Identify the different ways of analyzing the relationships between HRM and organizational performance. Analyse the differences in HRM styles resulting from the different international strategic environments and challenges.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1- HRM in the organisational context and the various factors that influence it. 2. Market globalization. 3. The internationalization of Portuguese businesses. 4. HRM in internationalised businesses. 5. Corporate geographic staff mobility. 6. Expatriate management: - the ideal profile of the expatriate - initial training in the language and culture of the host country. - Expatriation contract. 7.
Recommended or required Reading	- Brewster, C.(2011). *International Human Resource Management* . Wimbledon: CIPD - Farndale, E. e Mayrhofer, W. e Brewster, C. (2016). *A Handbook of Comparative Human Resource Management*. Cheltenham: Edward Elgar - Rees, G. e Smith, P. (2014). *Strategic Human Resource Management*. London: Sage - Brookes, M. e Brewster, C. e Wood, G. (2014). *Varieties of HRM: A Comparative Study of the Relationship between Context and Firm*. London: Routledge
Planned learning activities and teaching methods	This module uses different teaching methods to provide the desired skills. Traditional lectures and interactive theoretical-practical sessions mainly focused on the presentation of written assignments.
Assessment Methods and criteria	Periodic assessment: - Class attendance (10%); - Group assignment (90%). This group assignment consists of the preparation, presentation and defense of a research paper. Written exam in the examination periods as specified in the academic calendar.
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Organisational Diagnosis and Intervention
Course unit code	92993
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Maria Fernanda Pires Aparício Sílvio Manuel da Rocha Brito
Learning outcomes of the course unit	Identify the different approaches to organizational diagnosis. Describe the phases of the diagnostic process and the possible levels of participation of the client. Apply the most commonly used diagnostic methods and techniques in an organizational context. Outline intervention strategies.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	I - The context of social and organizational diagnosis. II - The context of intervention in organizations. III - Impact of the intervention on employees.
Recommended or required Reading	- Hodges, J.(2017). *Consultancy, Organizational Development and Change*. London, England: Kogan Page - Cameron, E.(2016). *Making Sense of Change Management*. London, England: Kogan Page - Hodges, J.(2016). *Managing and Leading People through Organizational Change*. London, England: Kogan Page - Stokes, P. e Moore, N. (2016). *Organizational Management*. London, England: Kogan Page
Planned learning activities and teaching methods	Participative sessions based on traditional teaching methods and case study analysis/discussion.
Assessment Methods and criteria	Continuous assessment: 1. A study of a real case aiming to enable a diagnosis to a real organization 2.A written test Final assessment: Written examinations (see calendar).
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Organizational Behaviour
Course unit code	92991
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Margarida Sofia de Freitas Oliveira
Learning outcomes of the course unit	Explain the role of the manager as a HR manager; Explain the strategic importance of people as a competitive advantage; Identify the applications of individual behaviour management and workteams in organizations; Identify and characterize psychosocial processes.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	I - Organization II - Individuals in Organizations III - Groups in Organizations
Recommended or required Reading	- Gonçalves, S.(2014). *Psicossociologia do Trabalho e das Organizações: Princípios e Práticas*. Lisboa: Lidel - Arnold, J. e Randall, R. (2010). *Work Psychology: Understanding human behaviour in the workplace*. London: Prentice Hall - Carvalho Ferreira, J. e Neves, J. e Caetano, A. (2011). *Manual de Psicossociologia das Organizações*. Lisboa: Escolar Editora - Pina e Cunha, M. e , . (2016). *Manual de Comportamento Organizacional e Gestão*. Lisboa: Editora RH
Planned learning activities and teaching methods	The theoretical contents will be approached using expository methods. The theoretical-practical component will involve the analysis of case studies and exercises.
Assessment Methods and criteria	Continuous assessment will consist of a group work based on the elaboration of a scientific article throughout the classes (100%). Examination is required for students whose grade is equal to or greater than 10. Assessment during exam time: written test according to the master's schedule (100%).
Language of Instruction	Portuguese
Work placement(s)	Área: Human Resources.

B - Description of individual course units

Course unit title	Strategic Organisational Management
Course unit code	92994
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	7
Name of Lecturer(s)	Rúben Joaquim Pinto Loureiro
Learning outcomes of the course unit	NA
Mode of delivery	Face-to-face
Prerequisites and co-requisites	NA
Recommended optional programme componentes	NA
Course contentes	NA
Recommended or required Reading	- , .(2008). *Gestão Estratégica: Conceitos, modelos e ferramentas*. Lisboa: Escolar Editora - , .(2008). *Gestão Estratégica: Conceitos, modelos e ferramentas*. Lisboa: Escolar Editora - , .(2010). *Classics of Organization Theory*. USA: Wadsworth - , .(2014). *The Strategy Process; Concepts,contexts, cases*. UK: Pearson Education - , .(2010). *Classics of Organization Theory*. USA: Wadsworth - , .(2014). *The Strategy Process; Concepts,contexts, cases*. UK: Pearson Education
Planned learning activities and teaching methods	NA
Assessment Methods and criteria	NA
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	NA

B - Description of individual course units

Course unit title	Talent Attraction, Development and Retention in Organisations
Course unit code	92992
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Ana Luísa Junça da Silva
Learning outcomes of the course unit	Implement and conduct a recruitment and selection process. Develop talent management programs. Implement systems that facilitate the transfer of information in organizations. Identify new technologies and the potential of e/b/m-learning in organizational development.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1. Planning for effective recruitment and selection, attracting talent. 2. Recruitment. 3. Research and practices in the selection of people. 4. Retention and talent management: individual performance management. 5. Training and development. 6. Development of training programs. 7. The talented company.
Recommended or required Reading	- O'Meara, B. e Petzall, S. (2013). *Handbook of strategic recruitment and selection.*. Bingley, UK: Emerald - Cook, M.(2009). *Personnel Selection*. London: Wiley - Kozlowski, S. e Salas, E. (2009). *Learning, training and development in organizations*. New York: Routledge
Planned learning activities and teaching methods	Expository, demonstrative approach around the theoretical principles. Participatory approach including case study analysis as well as group assignment presentation: development of an organisation's training program and report.
Assessment Methods and criteria	Continuous assessment: - Group Assignment and Presentation: 40%. - Individual Assignment: 60%. Minimum grade required in individual exam to pass the course: 9.5/20. Exame assessment: Final exam (100%).
Language of Instruction	Portuguese	**Mentoring in** English
Work placement(s)	Area: Human Resources

B - Description of individual course units

Course unit title	Advanced Data Analysis Methods
Course unit code	92999
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Luis Miguel Lindinho da Cunha Mendes Grilo
Learning outcomes of the course unit	Students are expected to: (a) acquire knowledge to develop and prepare research projects; (b) acquire and consolidate knowledge of statistical methods for multivariate data analysis.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1 Advanced Research Methods 2 Advanced Methods in Multivariate Data Analysis
Recommended or required Reading	- Bryman, A. e Buchanan, D. (2011). *The SAGE: handbook or organizational research methods*. London, England: SAGE - Bryman, A. e Bell, E. (2011). *Business research methods*. New York: Oxford University Press - Marôco, J.(2011). *Análise de Equações Estruturais: Fundamentos teóricos, Software e Aplicações*. Lisboa: ReportNumber - Barañano, A.(2008). *Métodos e Técnicas de Investigação em Gestão: Manual de Apoio à Realização de Trabalhos de Investigação*. Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Expository lessons promoting brainstorming and debate supported by literature review to illustrate key models, methods and techniques.
Assessment Methods and criteria	Continuous assessment: two midterm tests (graded 0-20) throughout the semester (50%+50%). An average mark of 10/20 is required to pass both the continuous assessment and exam-based assessment. A mark of 10/20 in the continuous assessment exempts stud
Language of Instruction	Portuguese	**Mentoring in** English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Career Management and Reward Systems
Course unit code	92996
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Margarida Sofia de Freitas Oliveira
Learning outcomes of the course unit	Systematize key conceptual models about careers and reward systems; Identify key strategies and techniques for effective implementation of careers and rewards systems.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	Career management: Fundamentals of career management and career planning objectives; Construction and components-type of career plans; Profile of the different professional careers; Identification of high potential employees; Reward systems: Fundamentals, objectives and components; Intrinsic and extrinsic rewards; Principles of reward systems.
Recommended or required Reading	- Fisher, J.(2015). *Strategic Reward and Recognition - Improving Employee Performance through Non-monetary Incentives*. London: Kogan Page - Armstrong, M.(2015). *Armstrong's Handbook of Reward Management Practice - Improving Performance through Reward*. London, England: Kogan Page - Armstrong, M.(2015). *Armstrong's Performance Management Toolkit*. London, England: Kogan Page - Clark, T.(2012). *Modelo de Negócio Eu ? Um método simples para reinventar a sua carreira*. Lisboa, Portugal: D. Quixote
Planned learning activities and teaching methods	Theoretical-practical methods enable the acquisition of management skills such as to be able to manage careers, reward, control and set the budget for reward plans.
Assessment Methods and criteria	Continuous assessment: Group work on a real case to characterize and/or identify opportunities to improve an organisation's career and reward system(100%). Students with a grade of 10/20 or higher are exempted from the examination.
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Area: Human Resources

B - Description of individual course units

Course unit title	Healthy Workplace Management
Course unit code	92998
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Margarida Sofia de Freitas Oliveira
Learning outcomes of the course unit	This module aims to contribute to the development of knowledge and skills that are crucial to identify healthy work environments, causes and consequences of an unhealthy work environment, forms of diagnosis and intervention as well as the role of human resources management.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	Part 1. Creating Healthy Work Environments Part 2. Recognizing unhealthy work Part 3. Building a culture of health Part 4. Assessing and promoting health at work
Recommended or required Reading	- Cooper, C.(2011). *Organizational Health and Wellbeing*. London, England: Sage Publications. - Gonçalves, S. e Neves, J. (2013). *Occupational Health Psychology: From burnout to well-being*. Rosemead, CA, USA: Scientific & Academic Publishing - Gonçalves, S.(2013). *Stress e bem-estar no trabalho: da definição aos modelos teóricos*. Lisboa: Sociedade Portuguesa de Medicina do Trabalho
Planned learning activities and teaching methods	Traditional lecturing method. Theoretical-practical sessions include group-based work and case study analysis.
Assessment Methods and criteria	Continuous assessment includes a group assignment about one of the topics covered in the module. Exam-based assessment: written test
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Information Systems for Human Resource Management
Course unit code	929910
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Célio Gonçalo Cardoso Marques Vasco Renato Marques Gestosa da Silva
Learning outcomes of the course unit	Students should be able to (a) use IS and (b)support tools for organizational communication and collaborative environments(c) Plan, create and use databases and (d) use Business Intelligence in HRM. e) master training options (f) and be able to use the social media.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1. Information systems and technologies and HRM 2. Support systems for organizational communication and collaborative environments 3. Databases 4. Business Intelligence (BI) Systems for HR 5. Training and lifelong learning 6. Using social media.
Recommended or required Reading	- Kavanagh, M. e Thite, M. e Johnson, R. (2015). *Human Resource Information Systems: Basics, Applications, and Future Directions*. London: SAGE Publications - Laudon, K. e Laudon, J. (2016). *Management Information Systems*. Harlow: Essex: Pearson - Headworth, A.(2012). *Social Media Recruitment*. London: Kogan Page - Bagdi, S.(2012). *Practical Human Resource Information Systems*. New Delhi: PHI
Planned learning activities and teaching methods	Teaching/learning methods involve theoretical presentations, problem-solving, demonstrations, discussions and tutorial guidance. The knowledge and skills acquired will be assessed through an individual research project.
Assessment Methods and criteria	Individual research assignment (100%).
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Start-up Management Processes
Course unit code	92997
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	7
Name of Lecturer(s)	Jorge Manuel Marques Simões Sílvio Manuel Valente da Silva
Learning outcomes of the course unit	- Describe the process of detecting and analyzing business opportunities; - Define criteria for assessing the potential of a new business and the resources needed to develop and implement it; - Prepare the necessary financial analysis tools.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1. Entrepreneurship concepts 2. Entrepreneurial Process 3. Project selection methods 4. Developing a business plan 5. Project funding 6. How to start your own company 7. Success/business failure
Recommended or required Reading	- Ries, E.(2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Books. - Snell, S. e Bateman, T. (2007). *Management - Hill Leading & Collaborating in a Competitive World*. Columbus: McGraw-Hill International Edition - Ferreira, M. e Santos, J. e Serra, F. (2008). *Ser Empreendedor ? Pensar Criar e Moldar a Nova Empresa*. Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Students must submit an Opportunity Plan including a diagnosis of the technological and market viability of the business idea and the resources needed to put it into practice - Business Plan.
Assessment Methods and criteria	The module is based on theoretical-practical sessions focused on the discussion of core subject matters, case study analysis as presentation and discussion of students' projects. Master's students with a grade lower than 10 in the continuous assessment are admitted to exam, written test, in the period indicated in the school calendar.
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Area: Human Resources.

B - Description of individual course units

Course unit title	Research Seminar
Course unit code	929911
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	8
Name of Lecturer(s)	Ana Luísa Junça da Silva
Learning outcomes of the course unit	1) Identify the different types of research methods and techniques in Human Resource Management; 2) Select the most appropriate methodological strategies according to the research objectives; 3) Collect, treat and interpret empirical information of a quantitative and qualitative nature.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	Research in organizational environment Research processes and key stages Data collection techniques Data Analysis: selecting data analysis techniques Treatment of secondary information Communication: organization and report writing research ethics Critical analysis of research papers.
Recommended or required Reading	- Yin, R.(2009). *Case study research: design and methods*. London, England: Sage - Bryman, A. e Bell, E. (2011). *Business research methods*. New York: Oxford University Press - Buchanan, D. e Bryman, A. (2011). *The SAGE: Handbook or organizational research methods*. London, England: Sage
Planned learning activities and teaching methods	The promotion of participatory classes provides new tools for collaborative practices between practitioners from different contexts.
Assessment Methods and criteria	Each student must prepare the draft version of their dissertation or master's project (100%).
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Thematic Seminars on Human Resources Management
Course unit code	929912
Type of course unit	Compulsory
Level of Course unit	Second Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	4
Name of Lecturer(s)	Ana Luísa Junça da Silva Maria Fernanda Pires Aparício Sílvio Manuel da Rocha Brito Maria Graciete da Purificação Reis Henriques Honrado
Learning outcomes of the course unit	- Identify HRM trends and challenges; - Describe HRM in an integrated way; - Identify the administrative view of the strategic vision of HRM; - Identify and apply strategies to measure the return on investment in HR; - Describe the implications of new forms of digital work.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1) HRM trends; 2) An integrated HR vision; 3) From administrative to strategic vision; 4) Measure the return on investment in HR; 5) Challenges of modernity; 6) HRM and the new organizational forms; 7) The digitization of the world of work; 8) HRM and organizational flexibility.
Recommended or required Reading	- , .*Cada profissional convidado apresentará alguns títulos de bibliografia aconselhada para o tema apresentado.* . :
Planned learning activities and teaching methods	This course allows a diversity of approaches and debates of the presented contents that stimulates the development of new competences for HR managers both in practice and research through more participative classes.
Assessment Methods and criteria	Individual work: the student should carry out a real case study in one of the current topics (50%). Group work: essay writing followed by class discussion (40%). Active in-class participation contributes to assessment (10%).
Language of Instruction	Portuguese | **Mentoring in** English
Work placement(s)	Not applicable.