

MESSAGE FROM

## THE DIRECTOR



**In a dynamic world, top executives must constantly strive to redesign their organizations for sustainable competitiveness. Human resource leaders who have the ability and knowledge to successfully contend with these issues and who can develop and retain an organization's talented workforce are the key to success.**

SasIn recognized the need to develop top caliber human resource management professionals by entering into partnership with the Society for Human Resource Management (SHRM) in offering HRM programs designed to develop graduates qualified for international employment. We did extensive research on HRM programs offered in the leading universities in the US and in Europe before designing our programs. We also interviewed business leaders in Thailand regarding their specific needs. As a result, we now offer two programs to develop HR professionals. The seven-month Graduate Diploma program is designed for those who want to start a career in HRM, covering the core functions in the field. The eighteen-month Master of Science Degree program is for those who want to take the next step to become strategic partners with other functional executives by learning research

methodology, marketing, finance, accounting and operations management. The master's degree program also offers the students exposure to global HR experiences through attendance at an international HR conference held abroad.

Never before has there been a more exciting and productive time to be in human resource management, SasIn HRM programs will equip you with knowledge and specific skills to meet the pressing demand for international HR practices at every level.

Thank you

A handwritten signature in black ink, which appears to read "Toemsa KDI Krishnamra". The signature is written in a cursive style.

PROFESSOR TOEMSAKDI KRISHNAMRA  
Director of SasIn

## ABOUT SASIN

### The Graduate Institute of Business Administration (GIBA) of Chulalongkorn University was established by Chulalongkorn University as an autonomous institution of higher education in 1982.

The name “Sasin” was graciously bestowed by His Majesty King Bhumibol Adulyadej of Thailand on the occasion of His Majesty’s 60<sup>th</sup> Birthday on December 5, 1987, and so, GIBA became Sasin.

Sasin’s development has fulfilled the expectations of its founders whose vision was to establish “an educational institute of the highest order of excellence.”

Sasin is the first graduate management program in Thailand taught completely in English, and continues to produce graduates favorably comparable in knowledge and skills to those graduating from other leading business schools in the world.

#### WHAT’S IN A NAME?

Faculty, staff and students alike take tremendous pride in the name “Sasin” because His Majesty King Bhumibol Adulyadej of Thailand graciously bestowed

it upon the Graduate Institute of Business Administration (GIBA), on his 60<sup>th</sup> Birthday, December 5, 1987. The name “Sasin” comes from two Sanskrit words: Sasa and Indra.

Sasa, meaning “rabbit”, represents His Majesty’s birth year in the Thai 12-year astrological cycle. Indra means “chief.” Thus “Sasin” literally means “King of the Rabbits.” Simultaneously with His Majesty’s name bestowal, the academic center was renamed “Sasa Patasala Building” and its residential hall became “Sasa Nives” or “Sasa International House.” More recently, His Majesty named Sasin’s new recreation center, built to commemorate its 20<sup>th</sup> anniversary, as “Sasabol” Health and Recreation Center.

#### THE FOUNDING PARTNERSHIP: CHULALONGKORN UNIVERSITY, KELLOGG AND WHARTON

Sasin was founded by Chulalongkorn University with the support and collaboration of the Kellogg School of Management and the Wharton School. This Chulalongkorn–Kellogg–Wharton management education collaboration pioneered the use of world-class visiting professors, complemented by full-time Sasin faculty and other experts in Southeast Asia.

#### CHULALONGKORN UNIVERSITY

The Sasin Graduate Institute of Business Administration is located on the campus of Chulalongkorn University, the oldest and best known university in Thailand. Founded in 1917 by H.M. King Vajiravudh (Rama VI), the university was named as a tribute to His Majesty’s royal father, H.M. King Chulalongkorn (Rama V). Since its inception, the university has maintained the excellence of its academic standards. Chulalongkorn University, with a student population of approximately 35,000, is now encompassing nineteen faculties and many schools, institutes and projects. The enthusiastic, respected, high-profile teaching staff and specialists offer 480 programs in four main areas of study: health sciences, science and technology, social sciences, and humanities. Among these are 70 international programs at undergraduate, graduate diploma and postgraduate levels.

The Chula campus covers 456 acres in the heart of Bangkok, the capital of Thailand. The campus is within easy reach of the major business and financial district, government offices, city parks, shopping arcade, the National Stadium, and Chulalongkorn Hospital, home of the Chulalongkorn University Medical School and the Thai Red Cross Society.



## GLOBAL RECOGNITION

### INTERNATIONAL ACCREDITATION

**Sasin is the first and the only business school in Thailand to earn AACSB (Association to Advance Collegiate Schools of Business) and EQUIS (European Quality Improvement System) accreditation.**



#### ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS (AACSB)

AACSB accreditation is the hallmark of excellence in management education. It represents the highest standard of achievement for business schools worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. Accreditation follows a rigorous process which assesses all aspects of a School's operations and activities including research, teaching and their contribution to the wider business community.



#### EUROPEAN QUALITY IMPROVEMENT SYSTEM (EQUIS)

EQUIS is recognized as one of the top gauges of standards in management education in Europe and beyond. It is awarded by the European Foundation for Management Development (EFMD). EQUIS accreditation demonstrates not only that the School's activities are of a very high quality but also that the School has a very strong international dimension. The award is made after an assessment of the entire School, including its taught programs, executive education provision, innovation, marketing and interaction with the business world.

### INTERNATIONAL PARTNERS



#### ASSOCIATION OF ASIA-PACIFIC BUSINESS SCHOOLS (AAPBS)

Sasin is an active founding member of AAPBS. The association's primary purpose is to provide leadership and representation in order to advance the quality of business and management education in the Asia-Pacific Region. The Association will accomplish its mission by collaborating in research and teaching, and working in partnership to improve business school standards and quality. AAPBS and its members are striving to understand and develop a solid paradigm for an Asian management education model within a global context.



#### CHARTERED FINANCIAL ANALYST INSTITUTE (CFA INSTITUTE)

Sasin has joined a selected group of universities around the world to be recognized by CFA Institute in providing students with a solid grounding in the concepts and principles, including strong ethical and professional standards, required to become CFA charter holders.

The institute is the global, not-for-profit association of investment professionals that awards the CFA and CIPM designations. The institute promotes the highest ethical standards and offers a range of educational opportunities online and around the world. With CFA's member societies, the institute offers a range of educational programs and services for its members, program candidates, investors, employers, institutions, and the press.

## HRM LEARNING GOALS

- **Advanced HR knowledge and skills**
- **Skills in business principles and techniques to manage human capital management with professional ethics and social responsibility**
- **Knowledge and skill in research methodology**
- **Global HR perspective**

### THE HRM GRADUATE STUDY PROGRAM

**Reflecting the goals and objectives of Sasin, the HRM curriculum was created to meet or surpass the most exacting standards. As a result, the program has achieved recognition in both academic and private sector circles.**

The program brings together experienced HR managers and professionals who wish to further develop their HRM knowledge and enhance their current capabilities. These professionals are managers from a variety of other business areas whose career growth requires that they become firmly grounded in all aspects of HRM.

Sasin offers a **seven-month Graduate Diploma program** and an **eighteen-month Master of Science Degree program** in Human Resource Management.

Both programs are provided in partnership with the Society for Human Resource Management (SHRM) which is headquartered in Alexandria, Virginia, USA. SHRM is the world's largest human resource management association with more than 250,000 members throughout the world. Every Sasin Graduate Diploma and M.Sc. degree is co-signed with SHRM.

Sasin's HRM programs have been compliant with SHRM's Curriculum Guidebook and Template for HRM Graduate Study since 2006. As a result, Sasin has become the first academic institute in Asia to be certified by SHRM,

affirming Sasin's commitment to innovative and relevant management education.

All instructors, who are approved jointly by Sasin and SHRM, combine real depth of management experience with cutting edge expertise in HRM theory and practice. Courses combine lectures, case analyses, field studies, simulations and make extensive use of formal and informal study groups.

Sasin HRM grads can look forward to joining fellow alumni in the global fraternity of HRM professionals who recognize, accept and respect the world-class qualifications they have earned at Sasin.

## CURRICULUM

### GRADUATE DIPLOMA PROGRAM

Sasin's Graduate Diploma in Human Resource Management is a seven-month, part time, program which focuses on human resources and their contribution to the competitive advantage of the firm. The program consists of eleven required courses that cover the practices and skills necessary for the major HRM functions, such as manpower planning, recruitment and placement, human resource development, labor relations, and compensation management.

In this diploma program, a specially designed course "Seminar in HRM" is included so that participants can benefit from in-depth discussions with Thai and foreign HR experts on current local and regional HR issues, problems, and prospects.

The program aims to:

- provide a solid theoretical understanding of human resource management issues and functions
- develop practical human resource management knowledge and skills with emphasis on professional ethics and social responsibility that train participants to go directly into any employment situation domestically and internationally
- examine the current dynamic environment in which organizations operate so that HR professionals can contribute to the design and implementation of HR policies which both flow from and influence business strategies.

The intensive teaching curriculum operates on five-week "modules" with the program consisting of four modules and the Management Residential Program. HRM participants take two to three courses each module to meet the total program requirement of eleven courses (27-credit hours).

### GRADUATE DIPLOMA IN HRM CURRICULUM

#### HRM Orientation Management Residential Fundamentals of Management for HRM Practices 1 (Strategic Management and Marketing)

Module 1	<ul style="list-style-type: none"> <li>• Organization Behavior</li> <li>• Human Resource Management</li> </ul>
Module 2	<ul style="list-style-type: none"> <li>• Management Communication and Negotiations for Managers</li> <li>• Human Resource Information System</li> <li>• Staffing</li> </ul>
Module 3	<ul style="list-style-type: none"> <li>• Organization Development and Change</li> <li>• Compensation and Management of Performance Appraisal</li> <li>• Seminar in HRM</li> </ul>
Module 4	<ul style="list-style-type: none"> <li>• Labor Management Relations</li> <li>• Human Resource Development</li> </ul>

Total 27 credits



**MASTER OF SCIENCE PROGRAM**

In 2002, Sasin launched the Master of Science in Human Resource Management part-time program. The eighteen-month, part-time, program is designed to give Thai and non Thai professionals the academic credentials appropriate for senior ranks of human resource management. The M.Sc. program goes beyond the Graduate Diploma in HRM with greater strategic management depth and focus on the mobilization of human resources to reach organizational goals. The participants of the program will be able to:

- acquire advanced HR knowledge and skills that they can put to use immediately in their career
- develop understanding of necessary business principles and management techniques to manage human capital with professional ethics and social responsibility
- develop knowledge and skills in research methodology in identifying research problems, applying proven research methods, and planning for HR implementation based on findings
- broaden HR perspectives and formulate professional networks at the local and international level.

“I am a repeat customer of Sasin. My impression as a member of the HRM 2000 graduate diploma course convinced me to come back for the Master of Science in HRM. Being self-sponsored, I made sure I invested my time and money at the right institute. The courses were aligned and well designed throughout the curriculum. I would say the program was tough but fun, made me more resourceful, brought me good friends and added value to my professionalism. In a nutshell: excellent return on my investment.”

**POTCHANART SEEBUNGKRD**  
 Graduate Diploma in HRM Class of 2000,  
 M.Sc. Class of 2002,  
 Senior Coach,  
 Jimi The Coach Co., Ltd.



“Sasin’s M.Sc. in HRM program has prepared and provided me a great opportunity to work with a world leading professional services organization. The curriculum was well-designed and taught by world-class professors with a small group of students motivated an interactive participation. It was one of the most valuable decisions I have made in my life to study at Sasin – Superb ROI”

**SOMKIAT PHAPHON**  
 M.Sc. Class of 2009,  
 Executive HR Director  
 Deloitte Touche Tohmatsu Jaiyos Co., Ltd.



The intensive teaching curriculum operates on five-week “modules” with the program consisting of eight modules, the Management Residential (during the first year), and a one-week trip to attend an International HR Conference (during the second year). HRM participants take two to three courses each module. Participants are also required to conduct a 6-credit research project dealing with an HRM issue or problem to meet the total program requirement of 52 credits. A research project must be submitted and accepted by the Research Supervisory Committee in order to fulfill the requirements for the Master of Science in Human Resource Management degree.

### HRM Management Residential

HRM graduate diploma and degree students participate together in the HRM Management Residential. It is a 3-day fun-filled trip held early in each new academic year which highlights opportunities for significant business and management development as well as providing networking opportunities for HRM students through leadership and team-building activities.

### International HR Conference

Towards the end of the program, all participants will take MORS 39 Strategic Issues in Managing Human Capital. This course will normally be organized in the United States so that the participants will have an opportunity to spend one week to attend an International HR conference such as SHRM Annual Conference, Global SHRM Conference or other conference as viewed appropriate by the Sasin HRM Academic Development Committee and SHRM. Other guest lectures may be provided in addition to the presentations in the conference. A participant’s absence from the conference without acceptable cause may disqualify him/her from graduation.

## MASTER OF SCIENCE IN HRM CURRICULUM

### HRM Orientation Management Residential Fundamentals of Management for HRM Practices 1 (Strategic Management and Marketing)

Module 1	<ul style="list-style-type: none"> <li>• Organization Behavior</li> <li>• Human Resource Management</li> </ul>
Module 2	<ul style="list-style-type: none"> <li>• Management Communication and Negotiations for Managers</li> <li>• Human Resource Information System</li> <li>• Staffing</li> </ul>
Module 3	<ul style="list-style-type: none"> <li>• Organization Development and Change</li> <li>• Compensation and Management of Performance Appraisal</li> <li>• Seminar in HRM</li> </ul>
Module 4	<ul style="list-style-type: none"> <li>• Labor Management Relations</li> <li>• Human Resource Development</li> </ul>
Module 5	<ul style="list-style-type: none"> <li>• Qualitative Research Techniques for Studying HRM</li> <li>• Quantitative Research Techniques for Studying HRM</li> </ul>
Module 6	<ul style="list-style-type: none"> <li>• HRM Auditing</li> <li>• Managing Human Capital in a Global Context</li> </ul>
Module 7	<ul style="list-style-type: none"> <li>• Fundamentals of Management for HRM Practices 2 (Accounting, Finance and Operations Management)</li> </ul>
Module 8	<ul style="list-style-type: none"> <li>• Strategic Issues in Managing Human Capital</li> <li>• Human Resource Management Research Study</li> </ul>

Total

52 credits

“Sasin’s M.Sc. program has made me realize that we as HR practitioners must understand the strategic role of human capital management and how it affects the way we recruit, retain and develop talent within an organization today.”

SUVIT CHANSRICHAWLA  
Graduate Diploma  
in HRM Class of 1998,  
M.Sc. Class of 2002,  
AVP, HRIS Project Manager,  
Siam Commercial Bank Public Co., Ltd.



## HRM COURSES

### IR 33 Staffing (1.5)

This course develops the entire framework of human resource planning and recruitment. The course deals with personnel and performance testing (including procedures and data for personnel decisions) and recruitment decision strategies. This course also covers selection criteria for staffing multinational companies and overseas assignments.

### IR 35 Human Resource Management Auditing (3.0)

Audits of an organization's human resource processes – including recruitment and selection, training and development, and performance appraisal – are a vital part of creating a cutting-edge HRM system. This course reviews measures and information typically used in HRM audits, cost/benefit approaches to HRM evaluation, and analysis and utilization of audit findings.

### IR 36 Compensation and Management of Performance Appraisal (3.0)

This course covers the development and application of appraisal programs including establishing performance standards, developing evaluation methods and designing effective reward systems. Participants learn how to implement (and interpret) wage and salary surveys, determine pay rates, adjust pay structures, and develop remuneration systems (merit-pay, skill-based pay, pay for performance, etc.). The course also covers the impact of government regulations on incentive plans.

### IR 40 Human Resource Management (3.0)

This course provides an overview of the basic functions of human resource

management (manpower planning, recruitment and selection, job analysis and design, performance management and appraisal, training and development, compensation and rewards). This course analyzes the evolution of human resource management (HRM) and the development of HRM objectives and HRM policies.

### IR 42 Labor Management Relations (3.0)

This course focuses on labor legislation, including an overview of Thai labor laws, labor unions in Thailand, collective bargaining and employee health and safety regulations. Participants analyze real-life cases in labor management and develop an understanding of effective tactics for different labor management situations.

### MGMT 31 Fundamentals of Management for Human Resource Management Practices 1 (3.0)

This course covers the fundamental concepts of management decision making, organization and control, strategic planning and marketing. This course examines how analysis of marketing opportunities and customer insights drive business strategies and organizational structures.

### MGMT 32 Fundamentals of Management for Human Resource Management Practices 2 (3.0)

This course explores the implications of finance, accounting and operations management for HRM. The course offers

an overview of the role and function of finance, accounting, and operations management. Participants will develop an understanding of financial statements and financial ratios and their implications for HRM budgeting. It will also examine cost-benefit analysis and its application to HRM. Moreover, the course will equip students with operations management knowledge, focusing on project management, necessary to successfully plan, execute, monitor and control HR activities.

### MGMT 41 Human Resource Management Information Systems (1.5)

This course covers the impact of trends in information technology systems and technologies on human resource information management. Participants learn how to employ information technology to leverage their business and make strategic human resource management decisions.


### MGMT 51 Management Communication and Negotiations for Managers (3.0)

This course focuses on building skills in communication and interpersonal interactions within a management context. Various activities give students practical experience in applying the communication concepts to their oral and written presentations.

### MORS 30 Organization Behavior (3.0)

This course deals with motivation, individual and group decision making, conflict, power and politics, leadership,

“Sharing and learning are positively correlated in the Sasin environment. What you learn is usable in the workplace—course ambience is a balance of practical business sense and academic theory. A bond among classmates and faculty members develops naturally throughout the program and the relationships do not end with the curriculum.”



PATCHARA POPAITOON  
M.Sc. Class of 2002,  
Research and Teaching Associate,  
University of Bath

job design, performance maintenance, organizational environment, organization structure and design, and emerging trends and challenges.

### **MORS 35 Organization Development and Change (2.0)**

This course is designed to explore the organizational conditions that may impact change management effectiveness. Topics include definition of organization development and of change management, organization diagnosis, the major steps in change management, and managing resistance to change. Several change methods, reflecting different depths of intervention will be presented.

### **MORS 37 Human Resource Development (2.0)**

This course discusses current trends in employee development. The course focuses on the role of training in developing employees' knowledge and skills. This includes job analysis, needs assessment, management development program design, inventorying training media and methods, training evaluation, marketing human resource development programs, and organization entry and career development.

### **MORS 38 Managing Human Capital in a Global Context (3.0)**

This course is an advanced seminar on the management of human capital in global business. It provides a clear focus on global issues, and revolves around the five domains of Global Human Capital: Strategic HR Management, Global Talent Acquisition and Mobility, Global Compensation and Benefits, Organizational Effectiveness and Talent Development, and Workforce Relations

and Risk Management. Although Thai practices will be referenced, the focus will be on cross-border issues, particularly some of the more frequent business destinations in the world: The EU, the US, China, India, the UK, and Canada.

### **MORS 39 Strategic Issues in Managing Human Capital (4.0)**

This course focuses on developing an understanding of the current global business environment and its impacts on human resource management practices. Participants participate, with other human resource management professionals, in a major human resource management seminar (in Thailand or abroad). This will allow participants to better understand the critical domains of human resource management and how HR "aligns" with other functional areas, and with corporate strategy. The course will develop participants' proficiency in assessing the impact of an organization's strategy on the design of HR strategies and programs.

### **MORS 40 Qualitative Research Techniques for Studying Human Resource Management (3.0)**

This course covers the entire qualitative research project planning process, including development of a research topic, selection of research methods, a research strategy, and the implementation of different research techniques. It aims to explore the concepts, data collection procedures, and analyses of the qualitative approach.

### **MORS 41 Quantitative Research Techniques for Studying Human Resource Management (3.0)**

This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human

resource management research projects. Participants learn the importance of reliability, validity, and accurate measurement, and how to conduct reliable and valid research projects.

### **MORS 42 Human Resource Management Research Study (6.0)**

Each participant is supervised by the Research Supervisory Committee in developing a reliable and valid research project on a specific HR topic of his or her interest. The course sharpens participants' skills in conducting HR research to meet the demands of the business community and in contributing to the body of knowledge surrounding HRM practice. Each participant will prepare a detailed literature review, and an analysis of his or her topic based on published secondary sources, and interviews with Thai-based HR experts.

### **MORS 50 Seminar in HRM (2.0)**

This seminar-based course focuses on series of meetings and aims to provide the student with the experience of how to apply the contents learned from the guest lecturers into their role as HR strategic partners. In each seminar session, the students will benefit from the exchange of ideas and the discussion among themselves on various specific topics in HRM and HRD as well as to enhance their experience as future seminar organizers. They are also required to engage in the intensive studies under the guidance of a professor to discuss their after-seminar reports and findings, including managerial implications.

## THE TEACHING

# LEARNING EXPERIENCE



### TEACHING STYLE

All courses emphasize learning from practical experience as well as from business theory. Teaching methods include lectures, case studies, field studies and guest lectures. Much of the teaching involves case discussions or experiential activities where students express their own experiences and opinions. Case studies provide students with real-life business problems to analyze and discuss in class. Teamwork, group assignments, and participation in class discussions are strong features of the Sasin HRM.

### WORKING AS A TEAM

Teamwork is an important part of the course and participants spend most of the time together in study, social and extra-curricular activities. Many class projects are assigned to groups of participants, rather than to individuals, and require significant TEAMWORK. HRM participants typically form groups of three to five members with diverse

academic and/or professional backgrounds. Through the program, participants learn how to work effectively with others, enhance their skills in working as part of a team, and develop personal friendships and life-long networking.

### CLASS MEETING

Classes are normally scheduled Wednesday 18.00 – 21.15 and Saturday 8.30 – 16.30. Occasionally make-up classes may be held at other times. Regular class attendance is required -- participants are expected to attend all sessions of courses for which they are registered and will be allowed to take examinations only if they satisfy an 80% attendance requirement.

In addition participants should expect to spend at least 15 hours per week in out-of-class study. Study groups and teamwork are essential to the HRM experience. Participants can expect informal group meeting once or twice a week to work on case studies. Individual assignments are also required.



"I really enjoyed my precious time at Sasin, especially with professors and friends from HR, Executive MBA and MBA. The knowledge I gained from Sasin is the tremendous asset supporting my working life. As the winner of the costume competition on Halloween Day 2001, we were proud to join many exciting activities all year round."

KANOKWAN LIMCHAROEN  
Graduate Diploma in HRM Class of 2001,  
M.Sc. Class of 2003,  
Human Resources Coordinator,  
Vector Aerospace Helicopter Services Inc.,  
Canada

### CAREER OPPORTUNITIES

At a practical level, graduates with a Diploma in HRM can pursue a wide variety of positions in both public and private sectors such as a human resource generalist, recruitment officer, training officer, compensation officer, organization development officer, etc.

Graduates with the Master's degree in HRM are qualified for a wide range of positions including CHRO (Chief HR Officer), specialist or senior professional in any of HR functions, HR policy analysts for government sector, and academic positions in universities. Alternatively, graduates can advance to positions that are even broader in scope and no longer associated specifically with HRM, such as organizational consultant or general manager.

## ADMISSIONS

**Sasin welcomes applications from graduates of all fields who have at least three years of work experience after receiving their first degree. Assessment of international degrees is based on the characteristics of the national system of education, the type of institution attended, and the level of studies completed.**

### ADMISSION CRITERIA

Selection is based on the Admissions Committee's careful evaluation of the applicant's academic history, English Proficiency Test results or TOEFL, GRE test scores (M.Sc. applicants only), recommendations, work experience, interviews and commitment to complete the program. In the selection process, the Admissions Committee evaluates the applicant's academic ability, personal character, motivation, leadership ability, interpersonal skills, work experience and management potential by carefully appraising the following:

#### ENGLISH PROFICIENCY TEST (TOEFL ITP)

Proficiency in reading, listening, and speaking English is necessary. Classes and group work require strong language skills. All non-native English speaking applicants are required to take the English Proficiency Test at Sasin. Please see [www.sasin.edu/programs/hrm/keydates](http://www.sasin.edu/programs/hrm/keydates) for the specified test dates. Applicants may submit the scores report on TOEFL iBT (Internet-based Testing) or TOEFL CBT (Computer-based Testing) and be exempted from the Sasin English Proficiency Test.

The TOEFL ITP test evaluates students' knowledge of English at the intermediate to advanced levels of English language studies. The questions in each section are in multiple-choice format with four

possible answers per question. There are three sections in the test: Listening Comprehension, Structure and Written Expression, and Reading Comprehension.

#### GRADUATE RECORD EXAMINATION (GRE)

All M.Sc. applicants must take the GRE general test. The GRE General Test measures skills that are acquired over a long period of time and are not related to any specific field of study. The skills measured are in three areas: verbal reasoning, quantitative reasoning and analytical writing. All three sections are delivered in a computer adaptive format. GRE scores are valid for five years. Applicants must arrange to have their GRE results reported to the Sasin Admissions Office directly by Educational Testing Service (ETS). Sasin's school code is 9318. It is suggested that GRE be taken early in the year. The test is administered throughout the year, locally, at IIE, and at locations throughout the world. For more details and registration, please visit [www.gre.org](http://www.gre.org) or [www.prometric.com](http://www.prometric.com) for online registration. The local test center (#8481) is at PROMETRIC Test Center, 6<sup>th</sup> Floor, Maneeya Center North, 518/3 Ploenchit Road, Bangkok 10330, Tel. +66 2652 0653 or [iieThai@bkk.iie.org](mailto:iieThai@bkk.iie.org).

**To be eligible for invitation to an admission interview in March, GRE must be taken no later than January 31.**

### INTERVIEW

Interviews are required for admission to the Graduate Diploma and the Master of Science program. Interviews are normally conducted by the Sasin Admissions Committee (made up of Sasin faculty and Sasin HRM alumni) at Sasin in March. The interview is used to provide additional insight into the applicant's ability and desire to complete the HRM program. Interviews also provide an opportunity for applicants to discuss the HRM program and raise questions of concern to them. Interviews will be arranged and conducted only after the application and all supporting documents have been submitted to the Admissions Office.

## THE APPLICATION

An application form for the Graduate Diploma and Master of Science programs, together with the program brochure, can be downloaded online ([www.sasin.edu/programs/hrm/admissions](http://www.sasin.edu/programs/hrm/admissions)). A complete application for admission consists of the application itself and the following:

- Official transcripts and copies of degree certificates
- Two letters of recommendation
- Letter of corporate sponsorship, if not self-financed
- GRE (for M.Sc. applicants only)
- Signed Honor Code Covenant
- Application fee

The written application is carefully examined by the Admissions Committee. Each part of the application should be carefully, thoroughly and honestly completed by the applicant personally. Applications that are incomplete cannot be evaluated. While the Admissions Office will attempt to inform applicants if information is missing, it is up to each applicant to ensure that his or her application is complete.

### Academic Transcripts

An official transcript from each college/university or professional school previously attended is required. Transcripts must be in English and prepared by the issuing institution. If the institution will not provide a translation, we will accept translations

from the embassy or consulate of the institution's country or its designated agent. Copies of transcripts and degree certificates are required of all applicants prior to the Admissions interview.

### Letters of Recommendation

Two letters of recommendation are required, from peers and/or supervisors who know the applicant well, preferably from someone within the applicant's current/or previous organization. The most helpful recommendations demonstrate an awareness of the applicant's management potential.

### Letter of Corporate Sponsorship

Written approval for attendance in the HRM Program as well as confirmation of sponsorship from the sponsoring organization is required of those who will receive support.

## TIMING AND APPLICATION DEADLINE

The Sasin Admissions Committee begins reviewing applications for May admission in January. All completed applications must be received by February 15 each year to be ready for the Sasin Admissions Committee's review. However, applicants are strongly urged to submit their applications before the deadline. Please see [www.sasin.edu/programs/hrm/keydates](http://www.sasin.edu/programs/hrm/keydates).

## DEFERRAL POLICY

Applicants are admitted for the academic year in which they apply for enrollment. Under unusual circumstances, an accepted applicant may request for deferral, for not more than two years, and pay an applicable fee. Request deferred enrollment should be made prior to starting HRM studies in May. When a student wishes to return to complete his/her studies after dropping out of a program for a period of time, persuasive evidence must be supplied that the student is prepared and able to complete the degree requirement before re-admission will be considered. The student must also accept any additional tuition charge for the academic year in which he/she actually enrolls.

