

Identification	Subject	MGT 450 Human Resources Management – 3KU credits (6ECTS)
	Department	Economics and Management
	Program	Undergraduate
	Term	Fall 2026
	Instructor	Narmin Mansurova
	Contact email	narmin.mansurova@khazar.org
	Classroom/hour	
Prerequisites	MGT 305 Management	
Language	English	
Compulsory/Elective	Compulsory	
Textbooks and course materials	Core Textbooks: 1. SHRM 2026: Organization, People, Workplace 2. Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor, 2020 3. Fundamentals of Human Resource Management by R.Noë, J.R.Hollenbeck, B.Gerhart, P.M.Wright, 9th Edition, 2021 Additional materials: SHRM and HBR articles	
Course Outline	This course is an introduction to the theory and practice of human resource management. The course will first introduce students to the fundamentals of HRM, covering areas such as recruiting, staffing, performance management, learning and development, compensation and benefits, employee relations, etc. Using this introduction as the foundation, the course will then dig deeper into the more complex areas of HRM, to provide students with the opportunity to apply concepts, theories, and best practices to the challenges they will face in leadership positions as they move ahead in their career. The course will close by considering the current trends and future challenges in HRM. The course will equip students with not only the relevant knowledge, but also with the skills for the effective application of HRM practices.	
Course objectives	• Introducing students to the fundamental principles of HRM • Providing knowledge of concepts drawn from human resource management and organizational behavior • Encouraging students to apply these concepts to individual, group/team, and organizational scenarios through experiential exercises, cases, and projects • Developing skills in analyzing and evaluating major human resource challenges facing management and organizations today and determining appropriate solutions • Providing employee and employer related HR knowledge to prepare students for their future career	
Learning outcome	By the end of the course students will be able to 1. Describe the field of "human resource management" and understand its relevance to managers and employees in work organizations 2. Understand human resource management from a systemic, strategic perspective 3. Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation	
	4. Recognize basic human resource management tools such as performance appraisal forms, and understand some of the technical details of human resource management practices 5. Apply relevant theories to the management of people in organizations 6. Analyze business challenges involving human resource systems 7. Critically assess and evaluate human resource policies and practices	

Teaching methods	Lecture		X
	Group discussion		X
	Presentation		X
	Case analysis		X
	Assignment		X
Evaluation Criteria	Methods	Date/deadlines	Percentage (%)
	Mid Term Exam		30
	Attendance		5
	Activity		5
	Group Presentation		10
	Individual assignment/Quiz		10
	Final Exam		40
	Total		100
Class Policy	Instructional methods: Students will be involved in a variety of learning experiences throughout the course. The course format emphasizes short lectures, discussion of reading assignments, in-and out-of-class exercises, video clips, and case analyses. Students will need to read and analyze all the assigned materials to achieve high results. Students will be expected to contribute effectively to class discussions based not only on common sense and personal experience, but also on the required readings. Students are required to be prepared around relevant topics for class discussions, case studies and etc. Evaluation: Apart of the Mid and Final exams, students will be evaluated for their individual assignments, quizzes, attendance and participation during online/in class lectures. Use of Generative AI: - Generative AI may be used only when permitted by the instructor and only as a learning support tool; your submitted work must reflect your own ideas, analysis, and intellectual contribution. - If you use Generative AI for an assignment, you must clearly disclose how and where it was used and take full responsibility for the accuracy and reliability of the information you submit. - Using Generative AI without permission, presenting AI-generated work as your own, or using it during exams and other prohibited assessments is considered a violation of academic integrity and may result in academic penalties. Attendance: Students exceeding the 25% absence limit will not be allowed to participate at final exam. Activity shall mean active participation i.e. asking and answering the question, contribute with insights and feedback, and demonstrate willingness and dedication to be part of an overall class discussion Group discussion/Class participation/ Experiential learning: Discussion will be based on the subjects' learned and additional materials, which will be reviewed and considered during the lecture. Participation is based on the expression of views and analysis (or current experience). The purpose of discussions; participation and experiential learning is to create the atmosphere and environment where all students cooperate and communicate within the group for better understanding of the taken subject. Case Study: During the lessons, we will analyze different cases (video materials form casual working life) for understanding and improving certain knowledge and skills. Case studies also effect on the students` ability of being more confident in taking part during the future career aspiration and promotion by adding valuable knowledge and analyzing experience within different situations. Assignment: Students will be asked to complete assignments (2000-2500 words) based on the questions, which would show their understanding in using different techniques, methods and approaches.		

	Quizzes: Scenario based multiple choice questions. Graded and non-graded quizzes will be used throughout the course to verify students' understanding of important elements of the topics covered. Presentation: Purpose of the presentation would be using knowledge, skills and the right way of presenting your work to the class, which is also affect the future presentation skills among the professional audience within the working environment. Students will use all the tools of presenting professional presentation; organizing their ideas; develop effective delivery techniques
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Tentative Schedule

Week	Date/Day	Topics	Chapter
1		Introduction to HRM	Chapter 1, 3 <i>Armstrong's Essential Human resources management practices</i> Chapter 1 <i>Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor</i> <i>Fundamentals Human Resource Management, Thirteenth Edition, Robert L. Mathis, John H. Jackson</i> <i>SHRM Organization: FA6</i>
2		Strategic HRM	Chapter 2 <i>Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor</i> <i>Fundamentals Human Resource Management, Thirteenth Edition, Robert L. Mathis, John H. Jackson</i> <i>SHRM People – FA1</i>
3		Talent acquisition	Chapter 5,6,7 Textbook author: Gary Dessler <i>SHRM People – FA2</i>

4		Performance Management & Employee Engagement and Retention. Quiz	SHRM People – FA3 Chapter 9 Textbook author: Gary Dessler Part3, 9.10.11 Fundamentals of Human Resource Management by R.Noë, J.R.Hollenbeck, B.Gerhart, P.M.Wright Chapter 11-15 Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor
5		Learning and Development	Chapter 22 Textbook author: Michael Armstrong <i>SHRM People – FA4</i>
6		Total Rewards	Textbook author: R.Mathis Part4, 12.13.14 <i>Fundamentals of Human Resource Management by R.Noë, J.R.Hollenbeck, B.Gerhart, P.M.Wright</i> <i>SHRM People – FA5</i>
7		Group Presentation	Textbook author: R.Mathis Part4, 12.13.14 Fundamentals of Human Resource Management by R.Noë, J.R.Hollenbeck, B.Gerhart, P.M.Wright SHRM People – FA5
8		Mid-term Exam	
9		Employee relations	Chapter 16,23, 24 Textbook author: Michael Armstrong Chapter 20-25 <i>Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor</i> <i>SHRM Organization: FA9</i>

10		Important aspects of the “Labour Law of Azerbaijan Republic”	Labor Code of the Republic of Azerbaijan
11		Organizational Effectiveness & Development	<i>SHRM Organization: FA7</i>
12		Workforce Management & HR Metrics Quiz	<i>SHRM Workplace: FA13</i>
13		HR in Global World	Chapter 17 Textbook author: Gary Dessler <i>SHRM Workplace: FA11</i>
14		HR, Information technology & the Role of AI	<i>SHRM Organization: FA10</i>
15		Contemporary HR issues, Assignment	<i>Chapter 30-34</i> <i>Human Resource Management by Derek Torrington; Laura Hall; Carol Atkinson, Stephen Taylor</i> <i>SHRM Workplace: FA12,14</i>
Final Exam			

Please Note:

- The schedule of topics may be adjusted as necessary throughout the semester.
- The dates of the extracurricular/ non textual learning activities are tentative. Ascertaining the dates will depend on the pace of the course and relevant suitability.
- The instructor may direct you to specific external study materials/ activities in preparation for the next class.
- If you miss a class, you are responsible for talking to another student to find out anything you may have missed.