

Identification	Subject (code, title, credits)	TMGT 450 Human Resources Management (4 ECTS)
	Department	Economics and Management
	Program	Undergraduate
	Term	Fall, 2026
	Instructor	Sabina Guliyeva
	E-mail	sabina.guliyeva@khazar.org
	Office hours	By appointment
Prerequisites		
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	Core textbooks: • <i>Human Resource Management: Gaining a Competitive Advantage</i> by Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition, 2021 Supplementary textbook: • <i>Fundamentals of Human Resource Management (2021)</i> by Gary Dessler • <i>SHRM 2024: People, Organization, Workplace, Competencies</i> • <i>M. Armstrong's Handbook of Performance Management (2020)</i> • <i>Human Resource Management</i> by Robert L. Mathis and John H. Jackson • McKinsey & Company, Deloitte, HBR articles and another materials	
Course description	This course provides a comprehensive and structured introduction to Human Resources Management (HRM), emphasizing its strategic importance in modern organizations. The course explores the evolving role of HR professionals and the critical functions of HRM, including recruitment and selection, training and development, performance management, compensation and benefits, employee relations, and workforce planning. It covers the role of HR within organizations and major HR functions focusing on both theory and practice. The course contains lectures, discussions, cases, group presentation and exercises, of which students are expected to engage in reading and class activities.	
Course objectives	The course aims to introduce students to the fundamentals of Human Resource Management and develop a comprehensive understanding of its principles, functions, and strategies. It seeks to build students' capacity to critically evaluate HRM practices and issues in relation to organizational behavior, labor markets, and legal and ethical considerations. The course also aims to equip students with practical HR knowledge, strengthen their analytical and problem-solving skills in addressing HR challenges across diverse organizational contexts, and foster awareness of global HR trends, cultural diversity, and cross-border labor dynamics.	
Learning outcomes	- Understand human capital and its importance - Demonstrate understanding of the core functions of HRM - Analyze HR challenges and appraise organizational HR policies - Application of acquired knowledge - Develop the ability to design and recommend HR solutions tailored to organizational needs - Exhibit awareness of ethical, legal, and cultural considerations in HR decision-making. - Strengthen communication, teamwork, and leadership skills relevant to HR roles in	

	dynamic organizational environments.		
Teaching methods	Lecture		✓
	Practices		✓
	Group discussion		✓
	Case analysis		✓
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm Exam	To be announced	30
	Attendance		5
	Participation		5
	Quizzes	To be announced	15
	Group Presentation	To be announced	10
	Final Exam	To be announced	35
	Total		100
Class policy	Late assignments will not be accepted without prior approval. Plagiarism or cheating will not be tolerated and disciplinary action will follow. Deadlines are not flexible unless modified by the instructor. Active participation in discussions, case analyses, and experiential learning activities is expected. Contributions should demonstrate critical thinking, application of course concepts, and constructive collaboration with peers to foster a cooperative learning environment. Midterm Exam:The midterm exam will evaluate students' understanding of the main concepts, theories and applications covered in the first half of the course. The test can contain multiple choice questions, short answers, and analysis questions based on a case. Attendance: Students are expected to attend at least 75% of classes and demonstrate active listening during the class. Consistent attendance is crucial for understanding the course material and engaging in class discussions. Participation: Active participation involves being a contributor to discussion, participating in case studies, activities in course of learning and responding and acting intelligently to colleagues. The contributions must be based on critical thinking, and concept application. Students will be expected to be able to listen to others, to respect other opinions, and to create an environment of support and positive learning atmosphere. Quizzes: Periodic short graded and non-graded quizzes will be given to assess the student understanding of readings and lecture content assigned to them. Quizzes will be used to promote preparations and consolidate learning. Quizzes that are missed cannot be retaken, unless a valid reason is provided in advance and granted by the instructor. Group Presentation: Each team will make a presentation and discuss a chosen theme to the course. The presentation will be graded on content quality, depth of analysis, creativity and group work. Students will demonstrate all the tools of presenting professional presentation, organizing their ideas, creating efficient delivery techniques and proven teamwork. They must be able to combine theoretical and practical examples, as well as to discuss the material with the classroom. Final Exam: It can involve a series of multiple choice questions, essays, case studies. The students should be able to show an in-depth knowledge of the different sections of the course and be able to synthesize their knowledge. Students are not only required to demonstrate their familiarity with facts, but also understand how to apply theoretical models to real-life situations. Generative AI Policy: Students may use generative artificial intelligence (GenAI) tools to support learning activities in this course, especially during the development and improvement of ideas. All GenAI tools used must be declared in the submitted work,		

		together with an explanation of their purpose and application, in line with the guidelines set out in Section 8. Students are responsible for checking the accuracy and trustworthiness of AI-generated information. The final submission must clearly demonstrate the student’s independent thought, critical judgment, and personal intellectual input.	
Tentative Schedule			
Week	Date/Day Tentative	Topics	Textbook
1		Introduction to HRM	HRM: Gaining a Competitive Advantage
2		Guidelines for Using Generative Artificial Intelligence	Generativ Süni İntellektdən istifadə qaydaları
3		HR strategy and Organizational Design	SHRM: People HRM: Gaining a CA
4		Workforce planning	HRM: Gaining a CA
5		Quiz 1 Talent acqusition	HRM: Gaining a CA
6		Performance and Career Management The Four Types of Human Behaviour	M. Armstrong’s Handbook of PM The book by Thomas Erikson
7		Learning & Development	SHRM: People Fundamentals of HRM
8		Midterm Exam	
9		Compensation and Total Rewards	SHRM: People
10		Employee & Labor Relations	Labor Code of the Republic of Azerbaijan, SHRM: Competencies
11		Quiz 2 Employee Engagement and Org. Culture	SHRM: Workplace
12		Managing a Global Workforce	SHRM: Workplace
13		Leadership and Organizational Culture	SHRM: Workplace
14		Trends in HRM (DIE, CSR, RM, AI etc)	SHRM: Organization, Workplace, Competencies, TMA materials
15		Group presentation	
16		Review class and Final Exam	

***Note:** This syllabus is tentative. The course topics and contents may be modified during the semester and all the corresponding updated material will be provided in the end of every class so that the students will be guided appropriately by the instructor.