

Identification	Subject (code, title, credits)	MGT 450 Human Resources Management - 3KU credits (6ECTS)6 ECTS
	Department	School of Economics and Management
	Program (undergraduate, graduate)	Undergraduate
	Term	Fall 2026
	Instructor	Vasmijahan Hasanova
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	Office hours	Friday 18:30 – 21:00
Prerequisites	MGT 305 Management	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	Primary textbook: Torrington, D., Hall, L., Atkinson, C., & Taylor, S. (2017). Human Resource Management (10th ed.). Pearson. Print ISBN: 978-1-292-12909-9; PDF ISBN: 978-1-292-12911-2. Supplementary materials include selected sections from the SHRM Learning System 2024: Workplace, People, Organization, and Competencies, the SHRM BASK framework, professional reports and factsheets, case studies, and local or regional examples provided throughout the course.	
Course Description	This course introduces students to the foundational concepts, strategic purposes and practical tools of Human Resource Management (HRM). It examines how organizations attract, develop, motivate, reward and retain people while balancing business performance, employee wellbeing, ethical responsibility and social expectations. Students will study job design, workforce planning, recruitment and selection, learning and development, performance management, reward, employee engagement, wellbeing, employee relations, HR analytics, AI in HR, international HRM, sustainable HRM and the future of work. The course uses lectures, discussions, case studies, practical exercises, quizzes and a semester project to help students connect HRM theory with realistic managerial decisions in international and local/regional contexts.	
Course objectives	The objectives of this course are to help students: • understand the strategic and operational role of HRM in modern organizations; • develop a practical foundation in core HR processes and tools; • analyze people-management problems using HRM concepts, evidence and ethical reasoning; • evaluate HR decisions from employer, employee and societal perspectives; • connect traditional HRM topics with contemporary issues such as AI, analytics, D&I, wellbeing, ESG and the future of work; • strengthen communication, teamwork, case-analysis and applied problem-solving skills.	
Learning outcomes	Upon successful completion of this course, students will be able to: • explain the scope, purpose and evolution of HRM and its contribution to organizational performance; • analyze how HR strategy, organizational context and employment principles shape people-management decisions; • apply basic HR tools such as job analysis, job descriptions, recruitment planning, interview design and performance criteria; • evaluate recruitment, selection, performance, reward and development practices using fairness, effectiveness and strategic alignment criteria;	

	• discuss employee engagement, wellbeing, retention, employee voice and employee relations as part of the employment relationship; • interpret basic HR metrics and explain responsible use of AI and HR technology, including bias, privacy and governance risks; • compare domestic, international and cross-cultural HRM issues using relevant examples; • evaluate HRM implications of sustainability, ESG, decent work and future-of-work trends; • prepare and present a practical HR diagnosis/redesign recommendation for a real or simulated organization.
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Teaching methods	Lecture		x
	Group discussion		x
	Experiential exercise		x
	Project Assignment		x
	Others:		
Evaluation	Methods	Description and deadline	Percentage (%)
	Midterm Exam	To be announced	30
	Projects	To be announced	10
	Attendance		5
	Activity		5
	Quizzes	To be announced	10
	Final Exam	To be announced	40
	Total		100
Class Policy	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 Preparation for class: The structure of this course makes your individual study and preparation outside the class extremely important. The lecture material will focus on the major points introduced in the text. Reading the assigned chapters and having some familiarity with them before class will greatly assist your understanding of the lecture. After the lecture, you should study your notes and work relevant problems from the end of the chapter and sample exam questions. Throughout the semester we will also have a large number of review sessions. These review sessions will take place during the regularly scheduled class periods. Withdrawal (pass/fail): This course strictly follows grading policy of the School of Economics and Management. Thus, a student is normally expected to achieve a mark of at least 60% to pass. In case of failure, he/she will be referred or required to repeat the course the following term or year. For referral, the student will be required to take examination scheduled by instructor. Cheating/plagiarism: Cheating or other plagiarism during the Mid-term and Final Examination will lead to paper cancellation. In this case, the student will automatically get zero (0), without any considerations. Presentation & Project: There will be presentations and a project. A situation will be given to students; a leader will be chosen. They will analyze the situation according to knowledge they learned. If it is a presentation the work of the group will not only graded based on the job they did, but also how they were successful to work as a team. If it is a project, it will be graded individually. Generative Artificial Intelligence Usage Policy: In this course, Generative Artificial Intelligence (GenAI) tools may be used only as learning support and only in a transparent, responsible way. Students may use GenAI for brainstorming, organizing information,		

comparing viewpoints, improving language clarity, preparing study questions, and supporting understanding of course concepts, including AI-related HRM activities when allowed by the instructor. GenAI must not replace the student's own intellectual work, analysis, judgment or originality. The final submitted work must reflect the student's own understanding and contribution. Students are fully responsible for checking the accuracy, reliability and ethical appropriateness of any GenAI output, including possible errors, bias, incomplete information or false references. Any use of GenAI in assignments, projects, presentations or other submitted materials must be clearly disclosed. The disclosure should state which tool was used, for what purpose, and at which stage of the work. Example: "ChatGPT was used only for brainstorming and language editing. The analysis, arguments and conclusions are my own." GenAI tools are not permitted during closed-book quizzes, midterm exams, final exams or in-class assessments unless explicitly allowed by the instructor. Hidden, unauthorized or falsely reported use of GenAI, submitting AI-generated content as original work, or using GenAI to fabricate references, data or analysis will be treated as a violation of academic integrity.			
Tentative Schedule			
Week	Date/Day (tentative)	Topics	Textbook/Assignments
1		HRM Foundations and the Role of HR	Ch. 1, Ch. 30. SHRM 2024: Business Acumen and Consultation.
2		Strategic HRM, Ethics and Employment Context	Ch. 4, Ch. 22, Ch. 29. SHRM 2024: Employment/risk perspective; Ethical Practice.
3		Job Analysis, Job Design and the Changing Nature of Work	Ch. 7, Ch. 16.
4		Workforce Planning and Recruitment	Ch. 5, Ch. 8. SHRM 2024: Talent Acquisition; Workforce Management.
5		Selection, Assessment and Inclusive Hiring	Ch. 9, Ch. 23. SHRM 2024: Talent Acquisition; inclusion/diversity-related section.
6		Learning, Development, Careers and Talent Management	Ch. 17, Ch. 18, Ch. 19. SHRM 2024: Learning and Development; Talent Management.
7		Performance Management, Feedback and Retention	Ch. 11, Ch. 12, Ch. 13.
8		Midterm Exam	
9		Reward Management and Motivation	Ch. 25, Ch. 26, Ch. 27. SHRM 2024: Total Rewards.
10		Employee Engagement, Employee Experience and Wellbeing	Ch. 13, Ch. 14, Ch. 31. SHRM 2024: Employee Engagement and Retention.
11		Employee Relations, Voice, Conflict and Separation	Ch. 21, Ch. 22, Ch. 24. SHRM 2024: Employee and Labor Relations; Risk Management.
12		HR Digitization, People Analytics and Evidence-Based HRM	Ch. 5, SHRM 2024: Technology Management; Analytical Aptitude. Supplement: CIPD People Analytics factsheet;
13		International and Cross-Cultural HRM	Ch. 2, Ch. 3 and Ch. 32. SHRM 2024: Managing a Global Workforce; global/cross-cultural section.
14		Sustainable HRM, ESG and Responsible Employment	Ch. 29, Ch. 31, SHRM 2024: Corporate Social Responsibility; Risk Management.
15		AI, Automation and the Future Of Work	Ch. 7, Ch. 16, Supplement: CIPD AI and Technology factsheet
16		Wrap-Up; Review of Final Exam / Final Exam	