

Identification	Subject (code, title, credits)	MGT 450 Human Resources Management, 6 ECTS
	Department	Economics and Management
	Program	Undergraduate
	Term	Fall, 2025
	Instructor	Lala Novruzova
	E-mail	alakbarlilala@gmail.com
	Classroom/hours	41 Mehseti street (Neftchilar campus), Khazar University, Khazar University Every Saturday from 8:45 am
Prerequisites	MGT 305 Management	
Language	English	
Compulsory/Elective	Compulsory	
Required textbooks and course materials	<p>Core textbooks:</p> <p>Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management, 2023</p> <p>Supplementary textbook:</p> <ul style="list-style-type: none"> • SHRM articles 	
Course outline	<p>This course introduces students to the fundamental principles, strategies, and practices of Human Resource Management (HRM) within modern organizations. It emphasizes the critical role HR plays in achieving organizational goals through effective people management.</p> <p>Students will explore a range of HRM functions, including workforce planning, recruitment and selection, performance management, employee development, compensation, and employee relations. The course also examines contemporary issues such as employee wellbeing, diversity and inclusion, international HRM, and the impact of digital transformation on HR practices.</p> <p>Grounded in both theory and practice, the course uses Armstrong's Handbook of Human Resource Management Practice (2023) as a primary resource. Through case studies, practical exercises, and class discussions, students will develop the analytical, interpersonal, and strategic thinking skills required for future roles in management and HR.</p> <p>In addition, the course highlights legal, ethical, and cultural considerations that influence HR decisions in both domestic and global contexts.</p>	
Course objectives	<ul style="list-style-type: none"> • Define and explain the fundamental concepts, principles, and functions of human resource management, including the strategic and operational roles HR plays in organizations. • Describe the key HRM processes such as recruitment and selection, training and development, performance management, reward systems, and employment relations. • Analyze the strategic alignment between human resource practices and organizational goals using relevant HR frameworks and models. • Apply HR tools and techniques (e.g., job descriptions, interview structures, performance appraisal forms) to real-world business scenarios. • Evaluate the impact of organizational structure, culture, leadership, and external factors (legal, social, technological) on human behavior at work. • Discuss and critique contemporary issues in HRM, including employee wellbeing, remote work, digital transformation, and diversity and 	

	<p>inclusion.</p> <ul style="list-style-type: none"> • Compare domestic and international HRM practices, recognizing the challenges and adaptations required in global contexts. • Develop basic competencies in people management, including communication, conflict resolution, ethical decision-making, and leadership. • Demonstrate an understanding of HR's role in promoting employee engagement, legal compliance, and workplace ethics. • Collaborate effectively in teams to solve HR-related challenges and present practical HR solutions in written and oral formats. 		
Learning outcomes	<p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none"> • Explain the core functions and principles of human resource management, including recruitment, performance management, learning and development, and employee relations. • Apply basic HR tools and techniques (e.g., job analysis, interview design, training plans) to real or simulated workplace situations. • Analyze how organizational structure, culture, and leadership styles affect employee behavior, motivation, and performance. • Evaluate the strategic role of HRM in supporting organizational objectives and enhancing workforce effectiveness. • Discuss key legal, ethical, and cultural considerations in managing people, including equality, diversity, inclusion, and employee wellbeing. • Compare and contrast HRM practices across different national and international contexts, identifying the challenges of global HRM. • Work collaboratively in teams to solve practical HR problems and communicate findings through written reports and oral presentations. • Reflect on personal development of essential people management skills, including communication, empathy, negotiation, and ethical decision-making. 		
Teaching methods	Lecture		✓
	Practices		✓
	Group discussion		✓
	Case analysis		✓
Evaluation	Methods	Date/deadlines	Percentage (%)
	Midterm Exam	To be announced	30
	Attendance		5
	Activity		5
	Quizzes	To be announced	10
	Individual Projects	To be announced	10
	Final Exam	To be announced	40
	Total		100
Policy	<p>Attendance: Students who exceed 25% absenteeism will be ineligible to take the final exam.</p> <p>The quizzes: There will be three quizzes throughout the course, consisting of multiple-choice, true/false, and short open questions. Each quiz will cover material from the classes up to that point and will be worth 5 points.</p> <p>Presentations/Project: Students will complete either group presentations or individual projects based on a given scenario. Groups will be assigned to analyze the situation using concepts learned in class. Group presentations will be graded on both the quality of the work and the effectiveness of teamwork. The group members will select their own leader. All group members will receive the same grade based on the group's performance. Individual projects will be graded</p>		

	<p>separately.</p> <p>Cheating / Plagiarism</p> <p>Any form of cheating or plagiarism during quizzes, midterms, or final exams will result in immediate cancellation of the exam paper and a grade of zero, with no exceptions.</p> <p>Class Activities: Students will work in small groups to tackle real-world management challenges. Each group will receive a scenario and will have 20 minutes to develop a solution. Groups will then present their solutions, explaining their reasoning and identifying potential risks. The class will engage in feedback and discussion to explore various management strategies. This activity aims to help students apply management concepts, enhance problem-solving abilities, and build teamwork skills.</p>
--	--

Tentative Schedule

Week	Date/Day Tentative	Topics	Textbook
1		Fundamentals of HRM	Chapter 1 Chapter 2 Chapter 3 Chapter 4
2		Strategic HRM	Chapter 8 Chapter 9
3		Organization design	Chapter 18 Chapter 19 Chapter 20
4		Motivation and Employee Engagement	Chapter 22 Chapter 23 Chapter 24
5		People resourcing	Chapter 26 Chapter 27
6		Managing diversity and inclusion, flexibility & Managing home and hybrid working	Chapter 31 Chapter 32 Chapter 33
7		Learning and development	Chapter 35 Chapter 36 Chapter 37 Chapter 38 Chapter 40
8		Midterm Exam	
9		Performance management	Chapter 41 Chapter 42 Chapter 43
10		Reward management	Chapter 44 Chapter 46 Chapter 47
11		Employment relations	Chapter 49 Chapter 51 Chapter 52
12		Employee wellbeing	Chapter 56 Chapter 57

13		International HRM	Chapter 61 Chapter 62 Chapter 63
14		People management skills and competencies	Chapter 64 Chapter 67 Chapter 74 Chapter 75 Chapter 80
15		Final Exam	