



BA 344

HUMAN RESOURCE MANAGEMENT

Minutes N12/20.09.2023

Lecturer Assoc. Prof. Vilyana Ruseva, PhD

ANNOTATION

The Human Resource Management (HRM) discipline is designed to introduce learners to the practices and principles associated with managing an organization's workforce. It delves into the strategic and operational aspects of human resources, emphasizing the importance of aligning people management strategies with overall business objectives. The developed study materials provide knowledge on the main topics both in international HRM courses and in those in the country.

The topics trace the emergence of labor relations in the organization historically and their evolution to the modern and developed economic organizations of today. In addition to the basic and well-known concepts such as: planning, recruitment, appointment, remuneration, evaluation, dismissal, OH&S of human resources, current topics such as: equal rights of employees, discrimination in the workplace, compliance with ethical norms, corporate social responsibility are also considered, team management and strategic planning.

The lecture course is supported by specific case studies, test questions, theoretical discussion questions and practical assignments. They support the understanding of the learning material and the formation of skills for practical application of the theoretical concepts learned during the lecture course.

MAIN OBJECTIVES AND LEARNING OUTCOMES

The main goal of the discipline is to form systematized knowledge and skills for managing people in the organization - for activation, development and rational utilization of their work potential.

After studying it, students are expected to:

- Understand the importance of employee well-being, the importance of improving the physical, emotional and mental well-being of employees to ensure that they are productive and satisfied;
- The meaning of organizational effectiveness, whether the right people are in the right jobs and that they have the necessary skills and motivation for effective work;
- To realize the practices and initiatives in the field of human resources with the strategic goals and tasks of the organization;
- The importance of attracting and retaining talent to meet the current and future needs of the organization;
- The importance of creating new learning opportunities to develop the skills and knowledge of employees, by promoting personal and professional growth;
- The importance of competitive compensation packages to attract and retain employees;
- Cultivate a positive, inclusive and harmonious workplace culture and resolve employee issues or disputes;
- Apply techniques and tools for effective recruitment and selection.
- Determine appropriate compensation and benefits strategies and structures.
- Analyze and manage workplace diversity, equity and inclusion issues.
- Strategic integration: Integrating HRM strategies with the organization's overall business strategy.
- Recognize and respond to ethical dilemmas in human resource management, ensuring honesty and fairness;
- They know the approaches, principles and methods for building an effective and fair system of labor remuneration in the organization;
- They understand the nature and approaches to corporate social responsibility.

PRECONDITIONS

The course in HRM is continuation of preparing students in management obtained by studying the subjects "Basics of Management" and "Organizational Behavior".

STATUS AND STRUCTURE

Specialty	Status	Credits	Full time and distant learning			Part time		
			L	S	Total	L	S	Total
International Business and Management	Required	6	30	30	60	30		60

COURSE CONTENT

Topic 1: Origin and nature of HRM. Theory and definition. Concept of HRM. Human Resource Management (HRM) and Personnel Management (PM). Defining HRM. Purpose and goals of HRM. Factors that influence HRM. Schools and Models of HRM:

Topic 2: The international HRM framework. The international scene. International HRM strategies. Contextual factors. Convergence and divergence.

Topic 3: The practice of international HRM. Workforce planning. Resourcing. International talent management. International performance management. Reward management. Multicultural working 489 Role of the international HR function 490

Topic 4: Managing expatriates. Why use expatriates? Rol on international assignments. The process of managing expatriates. Resourcing policies. Recruitment and selection policies. Preparation policy. Assimilation and support. Career management. Performance management. Re-entry policies. Pay and allowance policies. Part X HRM policy and practice.

Topic 5: HR policies. Why have HR policies? Overall HR policy. Specific HR policies. Formulating HR policies. Implementing HR policies.

Topic 6: HR procedures. What are HR procedures? Capability procedure. Disciplinary procedure. Grievance procedure. Redundancy procedure

Topic 7: HR information systems. Reasons for introducing an HRIS. The functions of an HRIS. Features of an HRIS. Introducing an HRIS. E-HRM achievements

Topic 8: Employment law. The purpose of employment law. How are these objectives achieved? How is employment law enforced? HRM and employment law

Topic 9 : Corporate social responsibility. Definition and dimensions of the CSR concept. Essence of CSR. Components of CSR. Sources of basic CSR guidelines. Concepts related to CSR. Social responsibility. Sustainable Development.

Topic 10 : Health and safety. Managing health and safety at work. Health and safety policies. Conducting risk assessments. Health and safety audits. Health and safety inspections. Accident prevention. Occupational health programmes Measuring health and safety performance. Communicating the need for better health and safety practices. Health and safety training. Organizing health and safety.

COURSE WORK

The course work is related to practical studies of students in real organizations. The aim is to create in the students skills for observation, research, analysis, summarizing and critical assessment of the real operating organizational HRM system. The course work is developed in accordance with the instructions of the teacher and is presented to the student audience.

EVALUATION

Admission to the final exam is to develop and present in class the course work. The final grade (100%) comprises the following three parts: 1).the average grade from two midterm tests (30%); 2).development and presentation of course work on case-studies (30%); 3).the grade from the course project (40%).

CORE READINGS:

Ruseva, V. Human Resource Management. Moodle Platform, Burgas Free University, <https://e-learn.bfu.bg/>

SUGGESTED READINGS

1. Armstrong, M., A Handbook of Personnel Management Practice, Kogan Page, London, 2014
2. Bratton, J., J. Gold, Human Resource Management: Theory and Practice, 2-nd Ed., 1999.
3. Byars, Lloyd, L., L. W. Rue, Human Resource Management, 6-th Ed., McGraw Hill/Irwin, 2000.
4. Carell, M., N. Elbert, R. Hatfield, Human Resource Management, Prentice Hall, N.Y., 1995.
5. Mathis, R., J. Jackson, Human Resource Management, Andover/Hampshire (USA): South-Western Cengage Learning, 2010.
6. Merlevedes, P., Talent Management: A Focus on Excellence: Managing Human Resources in a Knowledge Economy, Patrick Merlevedes & bookboon.com, 1-st Ed., 2014.
7. Price, A., Human Resource Management in a Business Context, 2-nd Ed., Thompson, 2004.
8. Senyusel, Z., Managing the Human Resource in the 21-st Century, Zorlu Senyusel & Ventus Publishing ApS, 2009.
9. Walker, S., Assessment Centres, Sally Walker & bookboon.com, 1-st Ed., 2013.
10. Wright, P., B. Dunford, S. Snell, Human Resources and Resources Based of the Firm, Journal of Management, Vol. 27, 2001.



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2. Concept of HRM. Human Resource Management (HRM) and Personnel Management (PM).
3. Defining HRM.
4. Purpose and goals of HRM.
5. Factors that influence HRM.
6. Models of HRM:
7. The international HRM framework.
8. The international scene.
9. International HRM strategies.
10. Contextual factors.
11. Convergence and divergence.
12. The practice of international HRM.
13. Workforce planning.
14. Resourcing.
15. International talent management.
16. International performance management.
17. Reward management.
18. Multicultural working
19. Role of the international HR function
20. Managing expatriates.
21. Why use expatriates?
22. Rol on international assignments.
23. The process of managing expatriates. Resourcing policies. Recruitment and selection policies.
24. Preparation policy.
25. Assimilation and support.
26. Career management.
27. Performance management. Re-entry policies.
28. Pay and allowance policies.
29. Part X HRM policy and practice.
30. HR policies.
31. Why have HR policies?
32. Overall HR policy. Specific HR policies.
33. Formulating HR policies.
34. Implementing HR policies.
35. HR procedures. What are HR procedures?
36. Capability procedure. Disciplinary procedure.
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47. How are these objectives achieved?
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49. HRM and employment law
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51. Definition and dimensions of the CSR concept.
52. Essence of CSR. Components of CSR.
53. Sources of basic CSR guidelines. Concepts related to CSR.

54. Social responsibility. Sustainable Development.
55. Health and safety.
56. Managing health and safety at work.
57. Health and safety policies. Conducting risk assessments.
58. Health and safety audits.
59. Health and safety inspections.
60. Accident prevention. Occupational health programmes
61. Measuring health and safety performance.
62. Communicating the need for better health and safety practices.
63. Health and safety training. Organizing health and safety.

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