

Belarus State Economic University Educational institution

APPROVED

Rector of Educational
Establishment "Belarus State
Economic University"


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Registration No UD 2156-151 st.

HUMAN RESOURCES MANAGEMENT

Syllabus for Master's program
1-26 81 01 "Business Administration"

DRAFTSMAN:

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REVIEWERS:

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The syllabus is recommended to affirm by the Economics and Management Department of the Higher School of Management and Business of Belarus State Economic University (protocol №_3, _30.09. _2015. _) and the Scientific and Methodological Council of Belarus State Economic University (protocol №2, 16.12.15).

Course Overview

Purpose

To gain an understanding of the basic concepts and methods in human resources management (HRM) and how their application builds an organization's capacity overall.

Learning Objectives

By the end of the course, participants will:

1. Demonstrate knowledge of key HRM concepts and principles for planning, staff recruitment, orientation, and management
2. Understand how to strengthen HRM and support in their organizations
3. Know how to apply change management strategies when introducing new HRM methodologies
4. Have performance management strategies and know how to apply staff performance management systems
5. Know how to assess and improve staff motivation and engagement
6. Have an action plan detailing HRM practices and/or approaches based on the specific needs of the organization

This syllabus includes 66 sessions and is based on adult learning, participatory activities, and a pre-training survey to obtain feedback and tailor the workshop to meet students' needs. A variety of methodologies is used—case studies, scenarios, games and role plays—to illustrate how an organization thinks through HRM. Students work primarily in small groups of approximately two or six people to allow greater participation and feedback.

Total hours for the discipline - 220, including 34 hours for lectures, 32 hours for workshops. The recommended form of assessment - zachyot(quiz).

COURSE OUTLINE

1. Modern Trends in HR Management

1.1 Strategic management in HR

Define human resource management, and explain how HRM contributes to an organization's performance.

Identify the responsibilities of human resource departments.

Summarize the types of skills needed for human resource management.

Explain the role of supervisors in human resource management.

Discuss ethical issues in human resource management.

Describe typical careers in human resource management.

Describe trends in the labor force composition and how they affect human resource management.

Summarize areas in which human resource management can support the goal of creating a high-performance work system.

Define employee empowerment, and explain its role in the modern organization.

Identify ways HR professionals can support organizational strategies for quality, growth, and efficiency.

Summarize ways in which human resource management can support organizations expanding internationally.

Discuss how technological developments are affecting human resource management.

Explain how the nature of the employment relationship is changing.

Discuss how the need for flexibility affects human resource management.

Summarize the elements of work flow analysis.

Describe how work flow is related to an organization's structure.

Define the elements of a job analysis, and discuss their significance for human resource management.

Tell how to obtain information for a job analysis.

Summarize recent trends in job analysis.

Describe methods for designing a job so that it can be done efficiently.

Identify approaches to designing a job to make it motivating.

Explain how organizations apply ergonomics to design safe jobs.

Discuss how organizations can plan for the mental demands of a job.

1.2 Managing HR in Global Environment

Summarize how the growth in international business activity affects human resource management.

Identify the factors that most strongly influence HRM in international markets.

Discuss how differences among countries affect HR planning at organizations with international operations.

Describe how companies select and train human resources in a global labor market.

Discuss challenges related to managing performance and compensating employees from other countries.

Explain how employers prepare managers for international assignments and for their return home

2. Modern Techniques in Managing HR

2.1 Acquiring and Preparing HR

Discuss how to plan for human resources needed to carry out the organization's strategy.

Determine the labor demand for workers in various job categories.

Summarize the advantages and disadvantages of ways to eliminate a labor surplus and avoid a labor shortage.

Describe recruitment policies organizations use to make job vacancies more attractive.

List and compare sources of job applicants.

Describe the recruiter's role in the recruitment process, including limits and opportunities.

2.2 Assessing Performance and Developing Employees

Discuss how to link training programs to organizational needs.

Explain how to assess the need for training.

Explain how to assess employees' readiness for training.

Describe how to plan an effective training program.

Compare widely used training methods.

Summarize how to implement a successful training program.

Evaluate the success of a training program.

Describe training methods for employee orientation and diversity management.

Identify the activities involved in performance management.

Discuss the purposes of performance management systems.

Define five criteria for measuring the effectiveness of a performance management system.

Compare the major methods for measuring performance.

Describe major sources of performance information in terms of their advantages and disadvantages.

Define types of rating errors, and explain how to minimize them.

Explain how to provide performance feedback effectively.

Summarize ways to produce improvement in unsatisfactory performance.

Discuss legal and ethical issues that affect performance management.

Discuss how development is related to training and careers.

Identify the methods organizations use for employee development.

Describe how organizations use assessment of personality type, work behaviors, and job performance to plan employee development.

Explain how job experiences can be used for developing skills.

Summarize principles of successful mentoring programs.

Tell how managers and peers develop employees through coaching.

Identify the steps in the process of career management.

Discuss how organizations are meeting the challenges of the "glass ceiling," succession planning, and dysfunctional managers.

Distinguish between involuntary and voluntary turnover, and describe their effects on an organization.

Discuss how employees determine whether the organization treats them fairly.

Identify legal requirements for employee discipline.

Summarize ways in which organizations can fairly discipline employees.

Explain how job dissatisfaction affects employee behavior.

Describe how organizations contribute to employees' job satisfaction and retain key employees.

2.3 Compensating HR

Identify the kinds of decisions involved in establishing a pay structure.

Summarize legal requirements for pay policies.

Discuss how economic forces influence decisions about pay.

Describe how employees evaluate the fairness of a pay structure.

Explain how organizations design pay structures related to jobs.

Describe alternatives to job-based pay.

Summarize how to ensure that pay is actually in line with the pay structure.

Discuss the connection between incentive pay and employee performance.

Describe how organizations recognize individual performance.

Identify ways to recognize group performance.

Explain how organizations link pay to their overall performance.

Describe how organizations combine incentive plans in a "balanced scorecard."

Summarize processes that can contribute to the success of incentive programs.

Discuss issues related to performance-based pay for executives.

Recognize Employee Contributions with pay

Provide Employee Benefits

3 Innovative strategies in HRM

3.1 Team management.

Elements of Successful Teams. Methods of Team Management. Problems of Team Management

3.2 Global Practices

Japanese, American, European, their peculiarities and comparison with others.

2.1.	Acquiring and Preparing HR	2	2		-	4	2	[3,4]	test
2.2.	Assessing Performance and Developing Employees	-	4		-	4	2	[3,4]	discussion
2.3.	Compensating HR	2	2		-	4	2	[4,5]	project
3.	Innovations in HR								
3.1	Team Management	-	2		-	4	2	[5,6]	test
3.2	International Practices in HR	2	2		-	4	4	[5,6]	project

INFORMATION AND METHODOLOGICAL PART

Methodological recommendations on individual students' work management of the study course "Strategic Marketing"

The independent students work is an important element of providing profound knowledge on the strategic marketing topics. The recommended time for independent student work totals to 2-2,5 hours per class study on average.

The directions of independent students' work are as follows:

- first-hand view of study program;
- first-hand view of literature recommended;
- carrying on research on given by the lecturer material, reading additional literature and searching for more information;
- preparation for practical classes according to special study plans on the ground of literature recommended;
- preparation to distant forms of control (independent individual work, presentations, business tasks solutions, tests and other tasks);
- preparation for the examination.

Literature

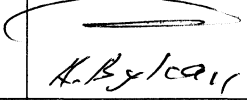
primary:

- 1 Noe Hollenbeck, Gerhart Wright Human Resource Management - New York: McGraw-Hill Irwin, 2009. – 567p.
2. Michael Armstrong, Strategy and Human Resource Management, - Basingstoke: Palgrave Macmillan, 2008. – 345p.
- 3.Dennis R. Briscoe, Randall S. Schuler, Lisbeth Claus, International HR Management: Taylor & Francis, 2008. - 424

secondary:

4. Brunsson, N. and Olsen, J.P. (1993) The Reforming Organisation, London: Routledge. Clark, T. and Salaman, G. - 1998.
- 5.Storey, J. 'Human resource management today: an assessment', in Storey, J. (ed.), Human Resource Management: A Critical Text, London: Thomson Learning. 2001.
- 6.Storey, Leadership in Organizations: Current Issues and Key Trends, London: Routledge. 2004.
- 7.Storey, J. and Salaman, G. Managers of Innovation, Oxford: Blackwell.- 2005.
8. Raymond Noe ,Employee Training & Development, 2012.

The syllabus coordination protocol to other course of the specialization

Study discipline for coordination	Department	Suggestions of the alterations in the study program contests	Solution taken by the Department according the study program (data and protocol number)
Organizational behavior	Economics and Management	No duplication 	Approve the program

Supplements and alterations to the syllabus of the course

№№	Supplements and alterations	Grounds

The study program is recommended to affirm by the Department of Economics and Management of Belarusian State Economic University (protocol № __, __. __.20__)

Head of the Department of
Economics and Management _____

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Dean of the Higher School of
Management and Business _____