

**Belarus State Economic University**  
**Educational institution**

APPROVED

Rector of the Educational Establishment  
“Belarus State Economic University”

  
\_\_\_\_\_ V.Y. Shutsilin

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Registration № UD 4264.201 st.

**HUMAN RESOURCES MANAGEMENT**

Syllabus for Master's program  
1-26 80 03 «Business Administration»

## **THE AUTHORS:**

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## **RECOMMENDED FOR APPROVAL:**

by the Department of Economics and Management of the Educational Establishment «Belarus State Economic University»

(Protocol № 8 from 16.01 2020)

by the Scientific and Methodological Council of the Educational Establishment «Belarus State Economic University»

(Protocol № 4 from 16.02 .2020)

## EXPLANATORY NOTE

The course «Human resources management» is one of the main courses in Master education in Business administration, as it reflects the most important aspects of interactions of managers and employees in the organization and its influence on the overall effectiveness of the organization performance.

The discipline program covers the study of key aspects of human resource management of business entities, the role and place of human resource management in the management system of a modern organization, theoretical and applied aspects of developing HR strategies, technologies for attracting, adapting and evaluating human resources to provide additional value to key audiences. Principles and methods of human resource development in accordance with the educational standard of the specialty.

The main **purpose** of teaching the discipline is to provide training for a specialist with knowledge and practical skills in managing human resources in a market economy.

The main objectives of the discipline are:

- to study the place of human resources in the organization's resource portfolio, their composition and decomposition to the level required by the organization's business goal;
- to find out the essence of human resource management in the organization;
- to learn the basics of developing HR strategy to provide added value to key audiences;
- to disclose modern approaches to human resource management;
- to master modern technologies and tools for managing human resources;
- to form a graduate orientation towards continuous professional and social development.

As a result of studying the discipline «Human Resource Management», the student must:

***know:***

- business processes in the field of human resource management and the role of linear, functional managers and human resource management specialists in it;
- the main goal of human resource management;
- the place of human resources in the organization's resource portfolio;
- methods of transforming human resources into other intellectual and economic resources;
- features of human resource management at domestic enterprises and abroad;
- methods of planning, identifying, developing, and evaluating human resources in the organization;

***be able to:***

- apply modern methods for assessing human resources;
- design human resource management systems;

- transform human resources into other resources of the organization;
- evaluate the effectiveness of human resource management in the organization;
- develop measures to improve the efficiency of use of human resources in the organization;
- develop programs for the development of human resources and evaluate their effectiveness;

***have skills:***

- of the analysis of the organization's resource portfolio;
- of development of the HR strategy of the company;
- of using the technologies and tools for identifying and evaluating specific types of human resources to achieve strategic advantages for the organization;
- of formation and development of the effective human resources management services.

In accordance with the curriculum of the specialty 1-26 80 03 «Business Administration» the syllabus is designed for 100 hours, of which 54 hours are for work in classroom, including 26 hours for lectures and 28 hours for practical classes. Independent work includes of 12 hours of lectures and 14 hours of practical classes. The recommended form of control is an credit (quiz).

# **THE CONTENT OF EDUCATIONAL MATERIAL**

## **Topic 1. The place and the role of Human Resources in the organization.**

The history of the formation of personnel management. The main models of personnel management. Types of organization's resources. Definition and role of Human Resources (HR). Human Resources in knowledge economy. Human Resources and intellectual capital. The essence of the terms «resources», «human», «management». Difference of terms: intellectual resources, intellectual assets, intellectual capital; resource classification; intellectual capital and human resources; features of human resources and their characteristics. Fundamental differences of human resources from other intellectual and economic resources. The composition of human resources, the identification of human resources, the resource tree of the organization.

## **Topic 2. Human Resource Management System.**

Definitions of management and Human Resource Management (HRM). HRM activities. External forces affecting HR activities. HRM as a process. Characteristics of the HRM system. The main goal of the HRM system. Specific functions of the HRM system. Key audiences of the human resource management system. Areas of activity of the HRM system. The behavior of human resources. Methods of human resource management. Human resource management process and its constituent elements. Knowledge as the most important human resource. Knowledge management. Specifics of knowledge management. Basic requirements for the HRM system.

## **Topic 3. Human Resource Planning**

Human Resource Planning (HRP) as a part of the business process planning. The concept of human resource planning. Major activities of HRP. Methods and forms of human resource planning. Ways to determine the required number of human resources in an organization. Basics of short-term and long-term planning of human resources in an organization. Relationship of human resource planning with the external environment. The role of a person and group in an organization. Main problems in the process of HRP.

## **Topic 4. Human Resource Management Strategy.**

Strategy of organization: the sense and main concepts. Human Resource Management Strategy as a part of organization strategy. Factors that affect strategic HRM. Areas for HR Strategies. The main components of the strategy. Designing the strategy of an organization. Strategic HRM models. Strategic compliance and flexibility. HR - model by D. Ulrich.

### **Topic 5. Human Resource Development.**

Human Resource Development (HRD) as significant part of HRM. HRD concept. HRD activities. Role of HRD in knowledge economy. New forms of HRD. Framework of HRD. The concept of HRD. Tasks and methods of HRD. The conditions for the development of human resources. Elements and stages of development of human resources. Individual development of human resources. The dynamics of HRD requirements. Qualities of a leader. Group development of human resources. The concept of group development. Total qualification. Group self-study. Gamification tools in the human resources development system. HRD trends. Organizational development. New human resource development concepts. Strategic development of human resources. Elements of human resource development. Goals, methods and concept. Target groups and responsibility. Marketing and training programs. Identification and assessment of potential. Succession Planning. Individual interviews on the development of human resources. Audit management and staff development.

### **Topic 6. Human Resource Department as a tool of HRM.**

Structure of organization and place of Human Resource Department. Human Resource Department functions. Changes of Human Resource Department role in modern organization. Conditions and principles of the formation of Human Resource Department. Professional and qualification staff of the Human Resource Department.

Formation of the personnel reserve. The concept of the personnel reserve, the purpose and principles of its formation. Stages of working with the reserve. Organization of work with the reserve of management personnel. The concept of a key position. Criteria for forming a personnel reserve. Organization of work with reservists.

Appointment of General, special and individual training programs for reservists. Evaluating the effectiveness of working with the reserve of management personnel.

### **Topic 7. Methods of assessment of Human Resources quality.**

Definition and role of employee assessments. Definition of Human Resources quality. Methods of assessment of Human Resources. 360 degree feedback as multiple evaluation process. SWOT analysis: evaluating strengths and weaknesses of an employee. Performance interview: last step of the evaluation process.

### **Topic 8. Labor market and demand for human resources.**

Definition and role of labor market. Labor demand. Labor supply. Equilibrium of labor market. Market Forces affecting labor demand and labor supply. The principles of the functioning of the labor market. The formation of supply and demand for human resources. Features of the demand for human resources and the demand for the quality of human resources.

Forms and types of unemployment. Professional labor markets and the principles of its formation.

### **Topic 9. Motivation of Human Resources.**

The sense of motivation. Motivation theories. Psychological factors stimulating the people's behavior. Functions of motivation and stimulation of labor. The main categories of the function of motivation and stimulation of labor. Technology to stimulate staff to work effectively. Methods and tools of motivation and stimulation of labor.

### **Topic 10. Psychology in Human Resource Management.**

Forms and principles of the psychological process in HRM. Psychological support: definition and main stages. Professional orientation and professional psychological selection. Psychological training for professional activity. Psychological support for organization staff and employees correction.

Individual differences. Compliance of the employee with the position held. Checking the level of intellectual development. Individuality. Influence of psychological and physical factors on employee behavior. Fatigue. Stress. Accidents at work. Ergonomics. Working environment. Security. Operation condition. A single status. Offers. Justice. Other factors that influence employee behavior. Flexibility. Use of temporary and part-time employees.

### **Topic 11. Human Resource Management Efficiency.**

The difference between effectiveness and efficiency. Definition of Human Resource Management Efficiency. Approaches to assessment of HRM efficiency. Common metrics for assessing HR outcomes. Metrics for assessing HR service delivery. Common metrics for assessing HR internal efficiency.

## EDUCATIONAL AND METHODOLOGICAL MAP OF THE DISCIPLINE «HUMAN RESOURCES MANAGEMENT»

Theme number	Title of the section, topic	Quantity of Academic hours						Other	Knowledge control forms
		Lectures	Practical studies	Seminars	Laboratory work	Directed independent work			
						Lectures	PS (Sem)		
1	2	3	4	5	6	7	8	9	10
1.	<b>The place and the role of Human Resources in the organization</b>	2					2	[30-38], [42-44]	<b>Flowcharts, tests</b>
2.	<b>Human Resource Management System</b>	2	2					[30-38], [42-44]	
3.	<b>Human Resource Planning</b>					2	2	[30-38], [42-44]	<b>Tests, flowcharts</b>
4.	<b>Human Resource Management Strategy</b>	2	2					[30-38], [42-44]	
5.	<b>Human Resource Development</b>	2	2					[30-38], [42-44]	
6.	<b>Human Resource Department as a tool of HRM</b>					2	2	[30-38], [42-44]	<b>Tests, flowcharts, crosswords</b>
7.	<b>Methods of assessment of Human Resources quality</b>					2	2	[24-26], [30-32]	<b>Tests, flowcharts, cases</b>
8.	<b>Labor market and demand for human resources</b>					2	2	[30-34]	<b>Presentations, tests, crosswords</b>
9.	<b>Motivation of Human Resources</b>	4	2			2	2	[1], [4], [9-13], [22], [23], [30-32]	<b>Presentations</b>



<b>10.</b>	<b>Psychology in Human Resource Management</b>	<b>2</b>	<b>4</b>					<b>[30-32]</b>	
<b>11.</b>	<b>Human Resource Management Efficiency</b>		<b>2</b>			<b>2</b>	<b>2</b>	<b>[8], [27], [28], [30-32]</b>	<b>Cases</b>
	<b>Total</b>	<b>14</b>	<b>14</b>			<b>12</b>	<b>14</b>		<b>Credit (quiz)</b>

## INFORMATION AND METHODOLOGY

### *Methodological recommendations for the organization of independent work of students in the academic discipline «Human resource Management»*

An important step in mastering the knowledge of a discipline is the independent work of students. The recommended budget time for independent work is on average 2-2.5 hours to 2 hours of practical studies.

The main directions of the student's independent work are:

- detailed introduction to the curriculum of the discipline;
- getting acquainted with the list of recommended literature for the discipline as a whole and its sections, having it in the library and other available sources, studying the necessary literature on the topic, selecting additional literature;
- studying and expanding the teacher's lecture material through special literature, consultations;
- preparation for practical classes on specially developed plans with the study of basic and additional literature;
- preparing for the implementation of diagnostic forms of control (tests, tests, oral interviews, etc.);
- preparing for the credit (quiz).

## **LITERATURE**


### **Compulsory:**

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.

### **Additional:**

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.

### CURRICULUM AGREEMENT PROTOCOL

Name of the course, which is connected with this course	Competent department	Department proposals of changes in course program structure	Department decision (number and date of protocol)
Organizational behavior	Department of Organization and Management	No duplication 	Approve the program protocol № <u>8</u> from « <u>6</u> ». <u>02</u> .2020

**CHANGES IN PROGRAM**  
**for 20\_\_ / 20\_\_ year**

№	Changes	Reason

Work program is reviewed and approved by Department of Economics and Management

(protocol № \_\_ from \_\_\_\_\_ 20\_\_).

Head of the Department

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

**APPROVED:**

Dean of Higher School of Management and Business:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date