

Course Name : Human Resource Management							
Course Code	Course Type	Regular Semester	Lecture (hours/week)	Seminar (hours/week)	Lab. (hours/week)	Credits	ECTS
EMS 224	N/A	Spring	3.00	1.00	0.00	3.50	5.00
Lecturer Elda Dollija, PhD							
Assistant Yllka Agolli, Msc							
Course language English							
Course level Bachelor							
Description		<p>Effective human resources management (HRM) is one of the most decisive factors in the success of any organization. This course introduces the technical and legal aspects of human resource management from a strategic business perspective. The course examines how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining organizations. Among the topics included are: formulation and implementation of human resource strategy, job analysis, methods of recruitment and selection, techniques for training and development, performance appraisal, compensation and benefits, and the evaluation of the effectiveness of HRM systems. Emphasis is placed on integrating human resource management with the overall business strategy.</p>					
Objectives		<p>Upon completion of this course students will appreciate HRM as a central management function. Furthermore, they will gain a solid understanding of the HRM activities, roles, challenges, concepts, and techniques that will prove valuable in their future careers. More specifically, companies maintain their competitive advantages by holding on to resources their competitors cannot obtain. More often than not, however, a company's most valuable resources are its employees. Often, having the "right" employees separates the highly successful firms from their less successful competitors. As you begin the journey of this course, you might be saying to yourself, "My company may say I am its most valuable resource, but it really does not treat me like I am valued." As such, Human Resource Management refers to the practice of strategically allocating the most valuable resources - people - to the right areas of a firm. This practice involves: careful strategizing, good leadership, and other solid business practices. Human Resource Management requires more than a strong human resources department; it requires smart, capable team managers working in conjunction with an HR department to carry out common goals. Furthermore, you will learn that identifying the best employees begins with identifying the firm's needs and carrying out a proper recruitment and selection process. Training, development, and performance evaluations can then shape the selected employee into an ideal firm resource. Finally, adequate and incentivizing compensation can keep those resources with the firm. This course will cover all these topics and more. Though you may not be planning to pursue a career in human resource management, much of your career success will depend upon working with the right people. This course will help you appreciate and leverage this fact.</p>					
Core Concepts		<p>Human Resource Management (HRM), formulation and implementation of human resource strategy, job analysis, recruitment and selection methods, training and development techniques, performance appraisal, compensation and benefits, motivation, evaluation of the effectiveness of HRM systems</p>					
Course Outline							
Week	Topic						

1	Human Resource Management: A Strategic Function 3. (The purpose of this chapter explains what Human Resource Management is, and why it's important to all managers. We'll see that human resource management activities such as hiring, training, appraising, compensation, and developing employees are part of every manager's job. We'll see that human resource management is also a separate function. The main topics we'll cover will include what is human resource management, the trends shaping human resource management, human resource management today, the new human resource manager, and the plan of the book.)
2	Implementing Equal Employment Opportunity 45. (The main purpose of this chapter is to explain how managers formulate human resource strategies for their companies. We'll address the strategic management process, types of strategies, strategic human resources management, HR metrics and benchmarking, high-performance work systems, and employee engagement.)
3	Job Analysis and Job Design 65. (The main purpose of this chapter is to show you how to analyze jobs and write job descriptions. We discuss several techniques for analyzing jobs, and explain how to write job descriptions and job specifications. The main topics we address include the talent management process, the basics of job analysis, methods of collecting job analysis information, writing job descriptions, writing job specifications, employee engagement and job analysis, and using models and profiles in talent management.)
4	Human Resource Planning 89. (The purpose of this chapter is to improve your effectiveness in Planning. The topics we discuss include personnel planning, forecasting, recruiting job candidates, and developing and using application forms.)
5	Recruiting Employees 111. (The purpose of this chapter is to explain how to use various tools to select the best candidate for the job. The main topics we'll cover include the selection process, basic testing techniques, background and reference checks, ethical and legal questions in testing, types of tests, and work samples and simulations.)
6	Selecting Employees 125. (The main topics we'll cover in this chapter include types of interviews, things that undermine interviewing, things that undermine interviewing's usefulness, designing and conducting effective selection interviews, using a total selection process to improve employee engagement, and making the offer.)
7	Orientation and Employee Training 149. (The purpose of this chapter is to increase your effectiveness in training employees. The main topics we'll cover include orientating employees, designing onboarding to improve employee engagement, the training process, analyzing training needs, implementing training and development programs, and evaluating the training efforts.)
8	MIDTERM EXAM
9	Management and Organizational Development 167. (The main purpose of this chapter is to explain how to support your employees' career development needs and improve employee retention. The main topics we'll address are career management, improving employee engagement through career development, managing employee turnover and retention, employee life-cycle management, and managing dismissals.)
10	Performance Management Systems 213. (The purpose of this chapter is to show you how to appraise employees' performance. The main topics we cover include the basics of performance appraisal, tools for appraising performance, dealing with rater error appraisal problems, the appraisal interview, employee engagement guide for managers, and performance management.)
11	The Organizational Reward System 233. (The main purpose of this chapter is to show you how to establish a pay plan. The main topics we cover are basic factors in determining pay rates; job evaluation methods; how to create a market- competitive pay plan; pricing managerial and professional jobs; contemporary topics in compensation; and total rewards for employee engagement.)
12	Base Wage and Salary Systems 251. (The main purpose of this chapter is to explain how managers use incentives to motivate employees. The main topics we'll discuss are money's role in motivation, individual employee incentive and recognition programs, incentives for salespeople, incentives for managers and executives, team and organization-wide incentive plans and incentives, and employee engagement.)
13	Incentive Pay Systems 273. (The main purpose of this chapter is to explain the third major pay component: employee benefits. The main topics we discuss are pay for time not worked benefits, insurance benefits, retirement benefits, and using benefits to improve engagement and performance. This chapter will complete our discussion on employee compensation.)

14	Employee Safety and Health 319. Occupational Safety and Health Act. OSHA Standards, Penalties, Record-Keeping/Reporting Requirements. The Causes of Accidents. Personal Acts. Physical Environment. Accident Proneness. How to Measure Safety. Organizational Safety Programs. Promoting Safety. Establishing a Safety Training Program. Employee Health. Occupational Health Hazards. Stress in the Workplace. Alcoholism and Drug Abuse. AIDS. Employee Assistance Programs (EAPs). Wellness Programs. Violence in the Workplace.
15	Employee Relations 343. (The main purpose of this chapter is to explain Causes of Disciplinary Actions 344, Administering Discipline 344, Prediscipline Recommendations 345, Guidelines for Administering Discipline 346, Legal Restrictions 347, Grievance Procedures 348, Just Cause 348, Due Process 350, Duty of Fair Representation 350, Time Delays 351, Grievance Arbitration 351)
16	Final Exam
Prerequisites	The student must attend the course at a minimum rate of 75%.
Literature	<ul style="list-style-type: none"> • Raymond Noe - Fundamentals of Human Resource Management 9th Edition-McGraw Hill (2022), ISBN: 9781264131143.
References	<ul style="list-style-type: none"> • Human Resources Management, 11th Edition, Rue, Ibrahim, Byars. 2016, McGraw-Hill Higher Education.
Course Outcome	
1	Provide an overview of the field of human resource management (HRM).
2	Explain how the primary functions of HRM relate to each other and to the broader business strategy.
3	Describe the roles and responsibilities of HR professionals.
4	Discuss how HRM has evolved over time and the emerging strategic role that HRM plays in modern organizations.
5	Describe the role played by HRM in organizational change efforts.

Course Evaluation			
In-term Studies	Quantity	Percentage	
Midterms	1	20	
Quizzes	0	0	
Projects	1	10	
Term Projects	0	0	
Laboratory	0	0	
Class Participation	1	10	
Total in-term evaluation percent		40	
Final exam percent		60	
Total		100	
ECTS Workload (Based on Student Workload)			
Activities	Quantity	Duration (hours)	Total (hours)
Course duration (Including the exam week: 16x Total hours of the course)	16	4	64
Study hours outside the classroom (Preparation, Practice, etc.)	14	3	42
Duties	1	10	10
Midterms	1	4	4
Final Exam	1	5	5
Other	0	0	0
Total Work Load			125
Total Work Load / 25 (hours)			5.00
ECTS			5.00