

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF MANAGEMENT AND ADMINISTRATION**

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Adopted by the FC (record №12/29.04.2024)

Adopted by the DC (record №10/16.04.2024)

**ACCEPTED BY:**

**Dean:**

(assoc. prof. D. Dobrev, PhD)

## **SYLLABUS**

**SUBJECT: HUMAN RESOURCE MANAGEMENT AND LEADERSHIP**

**DEGREE PROGRAMME: Master of Business Administration; MASTER`S DEGREE**

**YEAR OF STUDY: 5; SEMESTER: 10**

**TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 60 hours**

**CREDITS: 8**

### **DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM**

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl. <ul style="list-style-type: none"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 30	2 2
EXTRACURRICULAR	180	-

Prepared by:

1. ....  
(assoc. Prof. P. Dankova PhD)
2. ....  
(ch. asst. prof. Petar Petrov, PhD)

Head of department  
of Management and Administration: .....  
(assoc. prof D. Serafimova, PhD)

## **I. ANNOTATION**

*This course equips you with the knowledge and skills to navigate the dynamic world of Human Resource Management (HRM) and develop effective leadership practices. We'll delve into the latest trends and best practices that empower organizations to build a high-performing, engaged, and resilient workforce. Through interactive lectures, case studies, discussions, and simulations, you'll gain a comprehensive understanding of how HRM strategies work in tandem with leadership to cultivate a thriving work environment and achieve organizational success.*

*Learning Objectives:*

- *Thrive in the evolving digital HRM landscape.*
- *Manage talent effectively through strategic practices and data-driven decisions.*
- *Cultivate a positive, inclusive, and high-performing work environment.*
- *Lead with contemporary theories and foster employee growth through effective performance management.*
- *Champion DE&I initiatives and leverage HR technologies for a seamless employee experience.*
- *Navigate legal and ethical considerations in HRM.*

*The main competencies involved in the Human Resource Management and Leadership course are:*

- *Personal, social and learning to learn competence (5).*
- *Citizenship competence (6).*
- *Entrepreneurship competence (7).*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>Theme 1. THE EVOLVING HRM LANDSCAPE</b>		3	3	
1.1.	The future of work: automation, AI, and the gig economy			
1.2.	Strategic talent management: building a competitive advantage			
1.3.	Data-driven HR: analytics and metrics for decision making			
<b>Theme 2. TALENT ACQUISITION AND ONBOARDING</b>		3	3	
2.1.	Employer branding: attracting top talent in a competitive market			
2.2.	The science of recruitment: sourcing, screening, and selection techniques			
2.3.	Building a positive onboarding experience for new hires			
<b>Theme 3. PERFORMANCE MANAGEMENT AND DEVELOPMENT</b>		3	3	
3.1.	Performance management systems: setting goals, providing feedback, and performance reviews			
3.2.	Agile performance management: continuous feedback and development conversations			
3.3.	Coaching and mentoring for employee growth			
3.4.	Learning and development strategies: upskilling and reskilling for the future workforce			
<b>Theme 4. LEADERSHIP AND EMPLOYEE ENGAGEMENT</b>		3	3	
4.1.	Contemporary leadership theories: transformational, servant, and authentic leadership			
4.2.	Fostering employee engagement: motivation, recognition, and well-being programs			

4.3.	Building high-performing teams: collaboration, communication, and conflict resolution			
<b>Theme 5. LEADING WITH EMOTIONAL INTELLIGENCE (EQ)</b>		3	3	
5.1.	Self-awareness, self-management, self-motivation, empathy, and relationship management			
5.2.	Impact on effective communication, decision-making, and conflict resolution			
5.3.	Self-assessment tools and strategies			
5.4.	Building emotional intelligence through mindfulness practices and feedback mechanisms			
<b>Theme 6. DIVERSITY, EQUITY, AND INCLUSION (DE&amp;I)</b>		3	3	
6.1.	Creating a diverse and inclusive workplace culture			
6.2.	Unconscious bias and its impact on talent management			
6.3.	Strategies for promoting equal opportunity and belonging			
<b>Theme 7. PSYCHOLOGICAL COUNSELLING AS AN HR RESOURCE</b>		3	3	
7.1.	Understanding the role of EAPs (employee assistance programs) in providing confidential mental health support			
7.2.	Promoting awareness and utilization of counselling services			
7.3.	Destigmatizing mental health in the workplace			
<b>Theme 8. THE EMPLOYEE EXPERIENCE (EX) PLATFORM REVOLUTION</b>		3	3	
8.1.	Holistic approach to managing employee lifecycle: from recruitment to retirement			
8.2.	EX platforms elements: onboarding programs, communication tools, recognition and reward systems, well-being resources			
8.3.	Benefits of a unified EX platform: improved employee engagement, increased productivity, reduced turnover			
<b>Theme 9. HR INFORMATION SYSTEMS (HRIS) AND CLOUD-BASED SOLUTIONS</b>		3	3	
9.1.	People analytics: using data to inform HR decisions and strategies			
9.2.	Core HR functionalities: payroll, benefits administration, time and attendance tracking			
9.3.	Talent management modules: applicant tracking systems (ATS), performance management systems (PMS), learning management systems (LMS)			
9.4.	The rise of HR cloud and software as a service (SaaS)			
9.5.	Artificial intelligence (AI) in HR: chatbots for recruiting and onboarding, AI-powered skills assessments			
<b>Theme 10. LEGAL AND ETHICAL CONSIDERATIONS IN HRM</b>		3	3	
10.1.	Employment law updates: compliance and risk management			
10.2.	Ethical decision making in HR practices			
10.3.	Managing remote workforces: policies and best practices			
<b>Total:</b>		<b>30</b>	<b>30</b>	

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Project (on a predefined theme)	<b>1</b>	<b>40</b>
1.2.	PBLs	<b>2</b>	<b>30</b>
1.3.	Case studies	<b>3</b>	<b>30</b>
<b>Total midterm control:</b>		<b>6</b>	<b>100</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test and situational task)	<b>1</b>	<b>80</b>
<b>Total final term control:</b>		<b>1</b>	<b>80</b>
<b>Total for all types of control:</b>		<b>7</b>	<b>180</b>

### **IV. LITERATURE**

#### **REQUIRED (BASIC) LITERATURE:**

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice*. New York: Kogan Page.
2. Lussier, R. N. and Hendon, J. R. (2021). *Human Resource Management: Functions, Applications, and Skill Development*. 4<sup>th</sup> ed. SAGE Publishing.

#### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. Bratton, J., et. al. (2017). *Human Resource Management*. London: Palgrave Macmillan. LII.
2. Collings, D., Mellahi, K., & Cascio, W. (2019). *The Oxford handbook of talent management*. Oxford: Oxford University Press.
3. Edwards, T., Rees, C. (2017). *International human resource management: Globalization, national systems and multinational companies*. Harlow: Pearson.
4. Kavanagh, M., M. Thite, R. Johnson. (2015). *Human Resource Information Systems: Basics, Applications, and Future Directions*. SAGE Publications.
5. Kinley, N., Ben-Hur, S. (2013). *Talent Intelligence : What You Need to Know to Identify and Measure Talent*. Jossey-Bass.
6. Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2014). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
7. Petrov, P. (2021). *Work Values and their Role in Human Resource Management*. Sofia : Eudaimonia Production.
8. Reiche, B.S., Stahl, G., Mendenhall, M., Oddou, G. (eds). (2017). *Readings and cases in International Human Resource Management*. 6th ed. Routledge.
9. Tarique, I. (2021). *Contemporary talent management : A Research Companion*. Routledge.