

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF MANAGEMENT**  
**DEPARTMENT OF MARKETING**

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Adopted by the FC: record №12/29.04.2024

Adopted by the DC: record №10/15.04.2024

ACCEPTED BY:

Dean:  
(Assoc. Prof. Dobrin Dobrev, PhD)

## SYLLABUS

**SUBJECT: HUMAN RESOURCE MANAGEMENT**

**DEGREE PROGRAMME: International Business (in English); BACHELOR'S DEGREE**

**YEAR OF STUDY: 3; SEMESTER: 6**

**TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours**

**CREDITS: 6**

### 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	120	-

Prepared by:

1. ....  
(Chief Asst. Prof. Petar Petrov, PhD)

Head of department  
of Management and Administration: .....  
(Assoc. Prof. D. Serafimova PhD)

## **I. ANNOTATION**

*The course of Human Resource Management forms a specific knowledge in the field of management. It is designed to familiarize students with the modern HRM methods and tools. In addition to traditional HRM activities (planning, recruitment, selection, development, performance management, health and safety, employee relations), it is designed to introduce the students to contemporary HRM approaches such as using competency models, talent management, building employer brand, application of information technology, etc.*

*The expected learning outcomes are related to the training of specialists who will master key concepts and specific tools for managing human resources in different organizations (including those with international activity). The aim is to develop knowledge and skills that the students will be able to use to solve specific practical situations related to the effective management of people.*

*In the course of training, the following key competencies are applied and developed, according to the recommendation of the Council of the European Union (2018): personal, social and learning to learn competence; entrepreneurship competence; cultural awareness and expression competence.*

## **II. THEMATIC CONTENT**

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
<b>Theme 1. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>		2	2	
1.1.	The essence of human resource management (HRM)			
1.2.	Evolution of HRM			
1.3.	Delivering HRM – systems and roles			
1.4.	Strategic HRM			
<b>Theme 2. COMPETENCY-BASED HRM</b>		2	2	
2.1.	Competency defined			
2.2.	Competency frameworks			
2.3.	Applications of competency-based HRM			
2.4.	Developing a competency framework			
<b>Theme 3. TALENT IN THE ORGANIZATIONAL CONTEXT</b>		2	2	
3.1.	Definition of talent			
3.2.	Talent as competitive advantage			
3.3.	Talent management and human resource management			
<b>Theme 4. TALENT AS A PSYCHIC PHENOMENON</b>		2	2	
4.1.	Explanation of talent as a psychic phenomenon			
4.2.	Emotional characteristics of talent			
4.3.	Models and methods for measuring the psychic potential of talent			
<b>Theme 5. STRATEGIC TALENT MANAGEMENT</b>		2	2	
5.1.	Talent management strategies			
5.2.	Selection of a strategy			
5.3.	Implementation of the selected strategy			
<b>Theme 6. INFORMATION FOR IDENTIFYING TALENTS</b>		2	2	
6.1.	Talent evaluation			
6.2.	Success prediction			
6.3.	Collecting information			
6.4.	Results analysis			

<b>Theme 7. MODELS FOR IDENTIFYING TALENTS IN THE ORGANIZATION</b>		2	2	
7.1.	Models classification			
7.2.	Approaches for implementation of the models			
7.3.	Talent acquisition			
<b>Theme 8. RECRUITMENT AND SELECTION</b>		2	2	
8.1.	The recruitment and selection process			
8.2.	Sources of recruitment			
8.3.	Selection methods			
8.4.	Offering employment and following up			
<b>Theme 9. PERFORMANCE MANAGEMENT</b>		2	2	
9.1.	The basis of performance management			
9.2.	The performance management cycle			
9.3.	The impact of performance management on performance			
9.4.	Tools for performance appraisal			
<b>Theme 10. TALENT SEGMENTATION</b>		2	2	
10.1.	Target groups			
10.2.	Profiling			
10.3.	Goals setting			
<b>Theme 11. TALENT DEVELOPMENT</b>		4	4	
11.1.	Training programs			
11.2.	Career planning			
11.3.	Compensation			
11.4.	Other approaches for talent development			
11.5.	Results evaluation			
<b>Theme 12. TALENT RETENTION</b>		2	2	
12.1.	Complex measures for talent retention			
12.2.	Specific measures for top talent retention			
12.3.	Managing low employee commitment			
<b>Theme 13. COMPENSATION MANAGEMENT</b>		2	2	
13.1.	Compensation System and Compensation Strategy			
13.2.	Developing a Pay System			
13.3.	Pay Structure			
<b>Theme 14. INFORMATION TECHNOLOGIES AND HRM</b>		2	2	
14.1.	Human resource information systems			
14.2.	eHRM			
14.3.	Artificial intelligence and HRM			
14.4.	Talent analytics			
<b>Total:</b>		<b>30</b>	<b>30</b>	<b>-</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>20</b>
1.2.	PBLs	<b>2</b>	<b>20</b>
1.3.	Case studies	<b>3</b>	<b>30</b>

<b>Total midterm control:</b>		<b>6</b>	<b>70</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test and situational task)	<b>1</b>	<b>50</b>
<b>Total final term control:</b>		<b>1</b>	<b>50</b>
<b>Total for all types of control:</b>		<b>7</b>	<b>120</b>

#### **IV. LITERATURE**

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

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice*. New York: Kogan Page.

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

1. Bach, S., Edwards, M. (2013). *Managing Human Resources: Human Resource Management in Transition*. John Wiley and Sons.
2. Bratton, J., et. al. (2017). *Human Resource Management*. London: Palgrave Macmillan. LII.
3. Edwards, T., Rees, C. (2017). *International human resource management: Globalization, national systems and multinational companies*. Harlow: Pearson/
4. Foot, M. And Hook, C. (2011). *Introducing Human Resource Management*. 5th edition. Cape Town: Pearson Education.
5. Guest, D., et al. (2012). *HRM and Performance: Achievements and Challenges*. John Wiley and Sons.
6. Kavanagh, M., M. Thite, R. Johnson. (2015). *Human Resource Information Systems: Basics, Applications, and Future Directions*. SAGE Publications.
7. Kinley, N., Ben-Hur, S. (2013). *Talent Intelligence : What You Need to Know to Identify and Measure Talent*. Jossey-Bass.
8. 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.
9. Petrov, P. (2021). *Work Values and their Role in Human Resource Management*. Sofia : Eudaimonia Production.
10. Reiche, B.S., Stahl, G., Mendenhall, M., Oddou, G. (eds). (2017). *Readings and cases in International Human Resource Management*. 6th ed. Routledge.
11. V S P RAO. (2010). *Human Resource Management*. New Delhi: V S P RAO.
12. Werner, M., et al. (2011). *Human Resource Development*. South-Western Cengage Learning.
13. Wilton, N. (2010). *An introduction to human resource management*. First. London: Sage Publications.