

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF ECONOMICS
DEPARTMENT OF INDUSTRIAL BUSINESS AND LOGISTICS

Adopted by the FC (record № 11/ 25. 04. 2024)

Adopted by the DC (record № 9/ 16. 04. 2024)

ACCEPTED BY:

Dean:

(Assoc. Prof. Denka Zlateva PhD)

SYLLABUS

SUBJECT: HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PSYCHOLOGY

DEGREE PROGRAMME: Business and Management; BACHELOR'S DEGREE

YEAR OF STUDY: 3; SEMESTER: 5

TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 75 hours

CREDITS: 8

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS / LAB. EXERCISES	45 30	3 2
EXTRACURRICULAR	165	-

Prepared by:

1.
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2.
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I. ANNOTATION

Human Resource Management and Organizational Psychology is an academic discipline devoted to understanding human behavior in organizational settings and the basic principles of human resource management. This course provides an introduction to the field of Organizational Psychology, including major theories in the field as well as important practical applications for work organizations. Further, the course explores the main functions of human resource management - how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a conceptual management framework the course will introduce the students to practices and techniques for motivating employees, evaluating performance and managing rewards.

The aim of the course is to provide students with knowledge of (i) individual and group behavior, interpersonal processes, and organizational dynamics, and (ii) the functions of Human Resource Management (job analysis, planning, recruitment, selection, training, appraisal, compensation), with the goal of improving the performance of organizations and the people in them. This course has an applied emphasis and prepares students to apply the concepts of Organizational Psychology and Human Resource Management to the pressing problems of dynamic organizations. Teaching methods include lectures combined with discussions, skill development by means of a problem solving approach, as well as by individual or group project arrangement and presentation. To maximize learning in this course, students are encouraged to participate in discussion, including by contributing personal examples or ideas, and by asking questions. The course on Human Resource Management and Organizational Psychology develops the following key competences: entrepreneurship; interpersonal skills, and the ability to adopt new competences.

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. HUMAN RELATIONS IN ORGANIZATIONS		3	2	
1.1.	People in Organizations. The System's View of Organizations			
1.2.	Factors Influencing Human Behavior: Predisposing Factors			
1.3.	Factors Influencing Human Behavior: Situational Factors			
Theme 2. INDIVIDUAL DIFFERENCES & JOB PERFORMANCE		4	2	
2.1.	MARS Model of Individual Behavior and Job Performance			
2.2.	Describing and Measuring Personality			
2.3.	Five Factor Model (FFM)			
2.4.	Myers-Briggs Type Indicator (MBTI)			
2.5.	Organizationally Relevant Personality Traits			
Theme 3. THE MOTIVATION TO WORK		3	2	
3.1.	Defining motivation. Key elements of motivation			
3.2.	Intrinsic versus Extrinsic Motivation			
3.3.	Theories of Work Motivation			
Theme 4. TEAMS IN ORGANISATIONS		3	2	
4.1.	Groups and Teams. Reasons for Joining Groups			
4.2.	Characteristics of Group Behavior			
4.3.	Team Effectiveness Modell			
4.4.	Team Design			
4.5.	Team Processes			
Theme 5. LEADERSHIP AND INFLUENCE PROCESSES IN ORGANISATIONS		3	2	
5.1.	Leaders versus Managers			

5.2.	Leaders and Followers			
5.3.	Theories of Leadership			
5.4.	The new reality for leaders			
Theme 6. STRESS IN THE WORKPLACE		3	2	
6.1.	The Nature of Stress			
6.2.	Stress determining factors			
6.3.	Sources of Stress			
6.4.	Job-Related Stressors			
6.5.	Consequences of Stress			
Theme 7. MANAGING HUMAN RESOURCES		3	2	
7.1.	What is Human Resource Management			
7.2.	The Trends Shaping Human Resource Management			
7.3.	Line Managers' HRM Responsibilities			
7.4.	HR Managers' Responsibilities			
7.5.	Competency-Based Human Resource Management			
Theme 8. JOB ANALYSIS AND WORKFORCE PLANNING		3	2	
8.1.	Work-Flow Analysis and Organization Structure			
8.2.	The Basics of Job Analysis. Collecting Job Analysis Information			
8.3.	Job Descriptions			
8.4.	Job Design			
8.5.	Forecasting Personnel Needs			
Theme 9. HUMAN RESOURCE RECRUITMENT AND SELECTION		4	3	
9.1.	Why Effective Recruiting is Important			
9.2.	Internal Sources of Candidates. Outside Sources of Candidates			
9.3.	Recruitment tips			
9.4.	Approaches to Testing and Selecting Employees			
9.5.	Interviewing Candidates			
9.6.	Using Other Selection Techniques			
Theme 10. TRAINING AND DEVELOPING EMPLOYEES		3	2	
10.1.	On-boarding New Employees			
10.2.	The Training Process and Needs Assessment			
10.3.	Design and Delivery of Training			
10.4.	Assessing Training			
Theme 11. PERFORMANCE MANAGEMENT AND APPRAISAL		3	2	
11.1.	Performance Management Systems			
11.2.	Why Conduct Performance Appraisals and What to Assess			
11.3.	Performance Appraisal Methods			
11.4.	Dealing with Performance Appraisal Problems			
Theme 12. COMPENSATION MANAGEMENT		3	2	
12.1.	Compensation System and Compensation Strategy			
12.2.	Developing a Pay System			
12.3.	Pay Structure			
Theme 13. TALENT MANAGEMENT IN ORGANIZATIONS		4	3	
13.1.	Defining Talent in Organizational Context			
13.2.	Models and Methods for Measuring the Psychic potential of talent			
13.3.	Models for Identifying Talents in the Organization			
13.4.	Intentional Change Theory			
Theme 14. INFORMATION TECHNOLOGIES AND HUMAN RESOURCE MANAGEMENT		3	2	
14.1.	Human Resource Management Information Systems			
14.2.	Electronic HRM			

14.3.	Artificial Intelligence and HRM			
14.4.	Analytical Software for Talent Management			
	Total:	45	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Coursework (on a pre-defined topic)	1	30
1.2.	PBLs (Problem-Based Learning)	2	20
1.3.	Case studies	3	50
	Total midterm control:	6	100
2.	Final term control		
2.1.	Examination (test and situational task)	1	65
	Total final term control:	1	65
	Total for all types of control:	7	165

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Lussier, R. N. and Hendon, J. R. (2021). *Human Resource Management: Functions, Applications, and Skill Development*. 4th 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. Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes*. New York; Dubuque, IA: McGraw-Hill.
4. Kinley, N., Ben-Hur, S. (2013). *Talent Intelligence : What You Need to Know to Identify and Measure Talent*. Jossey-Bass.
5. Kavanagh, M., M. Thite, R. Johnson. (2015). *Human Resource Information Systems: Basics, Applications, and Future Directions*. SAGE Publications.
6. Luthans, F. (2010). *Organizational Behavior*. New York: McGraw-Hill/Irwin.
7. Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Boston: Pearson.
8. Tarique, I. (2021). *Contemporary talent management : A Research Companion*. Routledge.