**QƏHRƏMANOVA şƏHLA\_iNSAN RESURSLARININ İDARƏ EDİLMƏSİ**

**Topic 1. Introduction to the course: the concept and fundamentals of HRM**

1. What is the human resource management and how does it contribute to a company’s success?
2. What are the main functions of human resource departments?
3. Traditionally, human resource management practices were developed and administered by the company’s human resource department. Line managers are now playing a major role in developing and implementing HR related activities. Why do you think non-HR managers and supervisors need knowledge and skills related to human resource management?
4. Explain the role of equal employment opportunity for the effective human resource management. Summarize the ways the three branches of government regulate human resource management.
5. You have been offered two positions in HRM: one is a generalist position in a smaller business, and one is a recruiting position in a large corporation. Which of the two jobs do you believe will give you more involvement in a variety of HRM activities? Defend your answer.

**Topic 2. Strategic approach to human resource management**

1. What are the important skills needed for HR specialists for the successful strategic human resource management?
2. Outline the components and goals of the motivation and maintenance functions of human resource management.
3. Current changes in the employment relationship and its impact in effectiveness of the organization.
4. At many organizations in XXI century trends include improving people’s performance by relying on knowledge workers, empowering employees, and assigning work to teams. How can HRM departments support these efforts?
5. Summarize alternative ways of managing labor surplus and labor shortage in organization.

**Topic 3. Analyzing Work and Designing Jobs**

1. Job analyses and its role in achieving high-quality performance
2. Summarize basic methods and sources of information for analyzing jobs.
3. Describe the following terms in brief: job description, job specification, job enlargement, job rotation
4. How the job designing can make the employee motivated? Explain and give examples.
5. To design jobs properly, a person must thoroughly understand the job itself (through job analysis) and its place in the workflow process (through workflow analysis). Having a detailed knowledge of the tasks performed in the work unit and in the job, managers then can design jobs to ensure quality, effectiveness and efficiency. What are four basic principles/approaches need to be considered while designing jobs? Please explain by bringing examples.

**Topic 4. Human resource planning as a strategic approach to staffing organizations**

1. What is human resource planning and why is it important to organizations?
2. What are the steps in the process of human resource planning? Describe in brief.
3. Alternative work arrangements and its advantages. Discuss the relative merits of internal versus external recruitment. Give an example of a situation in which each of these approaches might be particularly effective.
4. Explain what human resource information systems are used for.
5. Discuss the relative merits of internal versus external recruitment. Give an example of a situation in which each of these approaches might be particularly effective.

**Topic 5. Recruiting human resources. Selecting employees and placing them in jobs**

1. What are recruitment policies that organizations use to make job vacancies more attractive?
2. What activities are involved in the selection process according to the studied material?
3. “A job advertisement that generates 200 applicants is always better than one that gets 20 responses.” Build an argument supporting this statement and an argument against this statement.
4. The recruiter traits and behaviors is an indicator of employer’s ethics. Describe the recruiter’s role in the recruitment process, including limits and opportunities.
5. What are the requirements for conducting effective interviews?

**Colloquium 2\_ Questions**

**Topic 6. Socializing, Orienting, and Developing Employees**

1. What is the purpose of new-employee induction and adaptation?
2. Explain the CEO/senior management’s role in employee orientation and adaptation?
3. “Socialization strongly influences employee performance and organizational stability.” Do you agree with this statement? Argument your position.
4. Describe the purpose of the employee handbook and explain what information should be included in the handbook.
5. Identify and explain the three stages of employee socialization.

**Topic 7. Training and developing human resources**

1. Main approaches to employee development.
2. Ways of assessing the training needs of employees.
3. Developing and implementing an effective training program
4. Describe training methods for employee orientation and diversity management.
5. The importance of linking training programs to organizational needs and objectives.

**Topic 8. Developing Employees for Future Success** (Also is called Career development systems)

1. Explain why career development is valuable to organizations.
2. How does development differ from training? How does development support career management in modern organizations?
3. What are the four broad categories of development methods? Why might it be beneficial to combine all of these methods into a formal development program?
4. What are the three roles of a coach? How is a coach different from a mentor? What are some advantages of using someone outside the organization as a coach? Some disadvantages?
5. What is the glass ceiling and its possible consequences to an organization? Explain how can employee development break the glass ceiling?

HR leading role in managing moral challenges emerging in workplaces

**Topic 9. Performance management programs (Performance appraisal)**

1. What is performance management? Describe its main purposes.
2. What are the main methods for measuring performance?
3. Major sources of performance information in terms of their advantages and disadvantages.
4. How can involving employees in the creation of performance standards improve the effectiveness of a performance management system?
5. Performance appraisals and 360-degree feedback. How valid do you believe 360-degree evaluation to be?

**Topic 10. Establishing a Pay Structure**

1. Summarize the link between job evaluation and the pay structure
2. Explain how economic forces influence decisions about pay.
3. In setting up a pay structure, what legal requirements must an organization meet?
4. Why might an organization choose to pay employees more than the market rate? Why might it choose to pay less? Explain the possible consequences of paying more or less than the market rate.
5. What are the advantages of establishing pay ranges, rather than specific pay levels, for each job? What are the drawbacks of this approach?

Final 25 Questions

**Topic 11. Employee relations**

1. Legal requirements for employee discipline.
2. Role of monitoring job satisfaction in preventing employee turnover
3. Employee assistance and wellness programs and their role in ensuring positive employee relations.
4. Explain how job dissatisfaction affects employee behavior. What are the main factors that influence an employee’s job dissatisfaction?
5. You are HR manager of a company employing around 200 people. End of the year. Employees are evaluated according to the company performance management system. Around 30% of employees demonstrated below the standard performance. The company president asked you to find the core issue of the problem. How you will tackle this task? Where you are going to start form? What is the method you plan to use in order to find out the problem? Who should you contact to find out the reason for poor performance?

**Topic 12. Health, Safety, and Security**

1. Contemporary health and safety issues in workplaces.
2. Explain how an organization can create a healthy work environment.
3. Explain what preventive measures companies can take to prevent workplace violence.
4. “Employers should be concerned with helping employees cope with both job-related stress and off-the-job stress.” Do you agree or disagree with this statement? Argument your opinion.
5. **“**Investments in career development do not provide an organization a viable return on its investment. It simply raises employee expectations and if not fulfilled causes employee turnover. Accordingly, the organization trains employees for its competitors.” Take a position in support and against of this statement. (after learning the Chapter on Training and Development

**Topic 13. Human Resource Management (HRM): Laws & Regulations**

1. Explain ways the related laws and regulations affect labor relations.
2. Explain how the three branches of government regulate human resource management.
3. How can an organization promote ethical behavior among its employees? Explain legal requirements for employee discipline
4. Laws and Regulations Affecting Labor Relations. Efforts of Azerbaijani government in Prevention of Unfair Labor Practices
5. Suppose an organization expects a labor shortage to develop in key job areas over the next few years. Recommend general responses the organization could make in each of the following areas: a) Recruitment; b) Training c) Compensation (pay and employee benefits)

**Topic 14. Human Resource Information Systems (HRIS)**

1. Role of technological developments in effective management of human resources.
2. How can HRM technology make a human resource department more productive?
3. HRIS and HR planning process
4. “The support of an HRIS can help HR professionals navigate the challenges of today’s complex business environment.” Do you agree/disagree with this statement? Explain.
5. *Prepare a succession plan for the following situation: Helen Ginsberg, President of NBC company plans to retire in 12 months. To hold this position 7 years ago she was required to have a master degree in economics, taxation or other related areas and at least 10 year of experience in financial operations and not less than 13 years in managerial positions. Taking into consideration the requirements for occupying the position of NBC company president, draft a succession plan from among the managers of the company. Note: You are free to invent possible positions, their names, experience, etc.*

**Topic 15. Final Class: Managing Human Resources Globally**

1. Difference between strategic and traditional HRM.
2. When an organization decides to operate facilities in other countries, how can HRM practices support this change?
3. Importance of following ethical norms in Human Resource Management
4. HR role in supporting organizational strategies for quality, growth, and efficiency
5. Suppose you work in the HR department of a company that is expanding into a country where the law and culture make it difficult to lay off employees. How should your knowledge of that difficulty affect human resource planning for the overseas operations?

Describe the possible (according to your knowledge) concerns that may arise in cross-cultural and cross-national contexts in terms of HR management. Recommend a strategy to prevent/solve those problems.