

Study Course Title	Human Resource Management
Study Course Code	VadZM102
Branch of Science	Economics and business
Sub-branch of science	Business management
Credits (ECTS)	3
Total Number of Contact Hours	24
Number of Lecture Hours	8
Number of Seminar and Practical Assignment Hours	16
Number of Hours for Laboratory Assignments	0
Independent Study Hours	51
Language of Instruction	Latvian and English
Course Approval Date	22.09.2025
Responsible Unit	BA School of Business and Finance of the University of Latvia

Course Developer

Dr. sc. admin., prof. Līga Peiseniece

Prerequisite Knowledge

Fundamentals of entrepreneurship, fundamentals of management.

Study Course Abstract

This study course provides knowledge about human resource management — from strategy formulation and workforce planning to employee development, performance appraisal, and the design of remuneration systems. Students will develop practical skills through seminars and applied assignments, addressing contemporary tasks.

Study course aim is to provide students with knowledge of human resource management theory and its concepts, as well as to offer the opportunity to practically learn human resource management functions and methods so that, by understanding their importance and potential issues, they can implement high-quality human resource management in an organization.

Course Plan Full-time Regular Studies

- 1.The Nature, Functions and Tasks of Human Resource Management. 2L 2S
 - 2.Development Trends in Organisational Human Resource Management. 1L 2S
 - 3.Formulating and Implementing Human Resource Strategies. 2L 2Pd
 - 4.Personnel Provision. 1L 2S 2Pd
 - 5.Organisation of Personnel Training and Development. 1L 1S 1Pd
 - 6.Performance Management and Evaluation. 2Pd
 - 7.Remuneration and Compensation Structure. 1L 1S 1Pd
- Total 8L 8S 8Pd

Characterization of students' independent work organization and tasks

The student prepares for discussions, completes group and individual practical assignments, conducts situation analyses, develops a final project, and prepares for the examination.

Learning Outcomes

Knowledge:

1. Understands the essence, key functions, and development trends of human resource management in organizations.

Skills:

2. Is proficient in planning, implementing, and evaluating human resource management processes, including recruitment, development, and motivation.
3. Is proficient in developing a human resource development strategy for an organization and manage its implementation.

Competence:

4. Able to independently address human resource management challenges in alignment with the organization's strategy and goals.

Requirements for Awarding Credits

Midterm Assessments and Course Activities:

1. In-class discussions. Weighting in the overall grade – 10%.
2. In-class practical exercises. Weighting in the overall grade – 20%.
3. Development and presentation of independent assignments. Weighting in the overall grade – 40%.

Final Assessment:

4. Examination – a combined assessment in which the student demonstrates acquired knowledge and presents an analysis of information on a chosen topic. Weighting in the overall grade – 30%.

Assessments will be graded on a 10-point scale.

Criteria for Evaluating Learning Outcomes

In accordance with Regulations of the Cabinet of Ministers of the Republic of Latvia, at the end of the course, students' knowledge is evaluated according to the following criteria: the amount and the quality of the obtained knowledge, acquired skills and competence in compliance with the planned learning outcomes.

Type of Assessment	Learning Outcomes			
	1	2	3	4
1. In-class discussions	+	-	-	-
2. In-class practical work	-	+	+	+
3. Practical assignments	+	+	+	+
4. Exam -combined	+	+	+	+

Compulsory Reading List

1. Armstrong M. Strategic Human Resource Management: a guide to action / Michael Armstrong. (2006), 3rd ed. - London; Philadelphia: Kogan Page, X, 194 p.
2. Dessler G. Fundamentals of Human Resource Management. (2016), Pearson New International Edition, 4th ed. 558 p.
3. Lam, J., Enterprise Risk Management: From Incentives to Controls. USA: John Wiley & Sons, 2003, ISBN-13: 978-047143000.
4. ISO 31000:2009 „Risk management – Principles and guidelines“ International Organization for Standardization
5. Sloman J., Hinde K., Garrat D. Economics for Business. 4th, 5th, 6th edition. Harlow, Prentice Hall, 2007, 2010, 2013

Further Reading List

1. Chapman, R.J., Simple Tools and Techniques for Enterprise Risk Management. 2006
2. Farnham, P.G., Economics for managers. New Jersey, USA, Pearson Prentice Hall, 2005.
3. Samuelson, W.F., Marks S.G., Managerial Economics. USA, John Wiley & Sons, 2003.

Periodicals and Other Sources

1. Financial Times
2. The Economist
3. Uploaded materials on e-studies (case studies, articles, publications, video, audio, etc.)

Plagiarism and other academic misconducts are not permitted within the course please refer to the Regulations for Academic Integrity at the University of Latvia. Within this course, the use of generative artificial intelligence (AI) tools is allowed in exceptional cases, if it has been specified and authorised in writing by the instructor of this course. In all other cases, submission of materials generated by the AI (text, images, audio, video, etc.) in independent and group assignments, test, examination or any other assessment is not permitted, submission of this type of material will be considered an unauthorised use of aids.