

COURSE SYLLABUS



Human Resources Management

Course code: MGT357

Term and year: Fall 2025

Day and time: Wednesdays, 11:15h – 14h

Instructor: Gabriele Meissner

Instructor contact: Gabriele.meissner@aauni.edu

Consultation hours: Wednesday 14h or with appointment, also online on Teams

Credits US/ECTS	3/6	Level	Bachelor
Length	15 weeks	Pre-requisite	MGT245
Contact hours	42 hours	Grading	Letter grade

1. Course Description

This course builds upon basic principles of management and organizational behavior. The emphasis is on helping you be effective managers with a strong knowledge of how to select, manage, and negotiate with your workforce. This course looks at policies, management approaches, and systems that influence employees' behaviors, attitudes and performance. Staff recruitment, selection, development, management, and employee relations will all be covered.

As the Textbook gives you best practice strategies and processes, several guest lecturers with a deep expertise will offer you real-life information and will give you the opportunity to discuss your questions.

2. Student Learning Outcomes

Upon completion of this course, students should be able to:

- understand the role of human resources management in an organization.
- perform a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
- evaluate different recruitment and selections methods.
- conduct a performance appraisal interview and recommend training and development for employees.
- be familiar with different compensation structures.
- critically assess and evaluate human resource policies and practices.

3. Reading Material

Required Materials

S.L. Verhulst, D.A. DeCenco (2024), Fundamentals of Human Resource Management.

Available at:

<https://www.perlego.com/book/4532857/fundamentals-of-human-resource-management>

Additional literature/articles will be posted on NEO

4. Teaching methodology

This course will accomplish the student learning outcomes through a combination of lecture, group exercises, individual assignments, student presentations and weekly dialogue. Students will be expected to prepare in advance for each class session and arrive ready to contribute their experiences, thoughts and ideas.

5. Course Schedule

Date	Class Agenda
Session 1 Sept 2	Topic: Introduction, Syllabus, Purpose of HR, Values
Session 2 Sept 9	Topic: The role of HR in the strategic management process
Session 3 Sept 16	Topic: HR in a Global Environment Assignment Details
Session 4 Sept 23	Topic: HR Planning and Job Analysis Guest Lecturer TBA In-class Presentations
Session 5 Sept 30	Topic: Recruitment, Selection, Talent Management Guest Lecturer TBA In-class Presentations
Session 6 Oct 7	Topic: Performance management In-class Presentations
Session 7 Oct 14	Topic: The future of work: home offices, social media, employment relations, Big Data, Predictive Behavior In-class Presentations
Session 8 Oct 21	Topic: HR Technology and AI Guest Lecturer TBA In-class Presentations
Oct 26 – Oct 30	Mid-term break

Session 9 Nov 4	Topic: Onboarding, Training & Development, Succession Planning In-class Presentations
Session 10 Nov 11	Topic: Establishing Rewards, Benefits and Payment Plans Guest Lecturer TBA In-class Presentations
Session 11 Nov 18	Topic: Change Management In-class Presentations
Session 12 Nov 25	Topic: Diversity and International issues In-class Presentations
Session 13 Dec 2	Topic: The Czech Labor Market / what statistics can tell you about HR strategies
Session 14 Dec 9	Topic: Final exam / Final Project Presentation

The sequence of topics might change due to the availability of guest lecturers.

6. Course Requirements and Assessment (with estimated workloads)

Assignment	Workload (hours)	Weight in Final Grade	Evaluated Course Specific Learning Outcomes	Evaluated Institutional Learning Outcomes*
Class Participation	42	10%	Active participation in class discussions, demonstrated ability to critically evaluate presented material	1, 2
Midterm Home Essay	30	25%	Ability to critically evaluate information and explain role of HR in strategic context	1, 2
Team Presentation	38	30%	Presentation skills, ability to explain the studied topic to peers, identify key issues, subject knowledge, ...	1, 2
Team Research paper + presentation	40	35%	Research and analysis, ability to identify strategies, processes and activities to address workplace challenges	1, 2
TOTAL	150	100%		

*1 = Critical Thinking; 2 = Effective Communication; 3 = Effective and Responsible Action

Deadlines:

Deadlines in business are critical. All deadlines are posted on NEO. Each student is responsible for checking the class course space and their AAU Student e-mail box regularly, attending every class on time, and completing the assignment on time.

No papers are accepted after the final class and group presentation.

Meeting all requirements:

The formal requirements are clearly stated in all assignment descriptions. It is your duty to read and follow them. If you don't meet the requirements your grade will drop down at least 2 levels

7. Detailed description of the assignments**Class participation (30%)**

Participation in class does not mean attendance. Participation in class requires active communication between the student and professor by actively answering questions, volunteering opinions and observations, analysis of read material and any questions related to the concepts discussed.

In class the students will have two options to earn participation grade:

Synchronous participation

1) Speaking during class, answering – and asking – questions.

The synchronous participation will be recorded by the instructor in terms of activity during each session and student will receive an interim grade after the midterm exam indicating the level of participation evaluated by the tutor. Students can also ask any time for an indicative grade.

Attendance record is not related to the participation score.

Team presentation (30%)

Small groups of 2 students will present a case study/research topic relevant to the topic of the class. The groups will be formed in the 2nd week after the add/drop period. The groups will find a case study which illustrates a successful implementation of the HRM element and present it to the class – the core of the assignment is the theory which is relevant in the case study. A creative approach to case study presentation is highly encouraged.

Quality of research will be reflected in the assignment grade. The research is expected to be academically sound meaning no personal blogs or consolidation sites such as study.com or similar will be used. Business publications (Forbes, Business Insider, McKinsey, EY etc.) are considered valid.

The case study presentation should last minimum 15 to maximum 20 minutes. Videos are only allowed if they last 2 min. max.

You also need to write a one-page abstract for your presentation.

Please prepare a set of open questions and facilitate the class discussion on your topic, and also hand in a copy of these questions. You are responsible for keeping within the time limit!

You need to submit your slides, the abstract and peer evaluations on the NEO course site as pdf-files.

Essay (25%)

You will have an option to choose a topic that is close to your interest but it must be approved by the instructor. For those who are unable to come up with a topic, there will be a list provided by the instructor. The essay is a critical analysis of the topic – not research overview and not a single case study.

You should clearly reference original sources whenever is relevant. The sources have to be from academically credible sources – no blogs unless from a reputable organization such as HBR and no aggregations sites such as study.com. Quality of research will be reflected in the assignment grade. All sources have to be publicly available without registration or payment.

Any sources must be cited within the body of the paper using APA style, followed with a Reference section at the end of document detailing all sources you have cited.

All non-web resources must be available to be produced physically for review upon request in the original form (scanned copies without the ability to produce the original will not be accepted as a valid source).

The grade for this assignment will be compounded in the following way:

Paper research report submitted as pdf in the range of 1,500 to 2,000 words.

Deadline / Essay on NEO: October 7, 2026

Assessment breakdown

Assessed area	Percentage
Problem analysis and conclusion	15%
Sufficient and relevant research	10%
TOTAL	25%

Final Exam (35%)

The final exam is group project in which you will analyze different HRM approaches in different companies and assess the effectiveness of the chosen policies and strategies.

Study groups will be formed and details will be given after the add/drop period.

The project consisting of a group presentation and a report.

Collaborating in teams is normal practice in today's organisations, and the practice experience is part of the learning outcome.

Deadline / Final Presentation: December 9, 2026

8. General Requirements and School Policies

General requirements

All coursework is governed by AAU's academic rules. Students are expected to be familiar with the academic rules in the Academic Codex and Student Handbook and to maintain the highest standards of honesty and academic integrity in their work. Please see the AAU intranet for a [summary of key policies](#) regarding coursework.

Course specific requirements

There are no special requirements or deviations from AAU policies for this course.