

SYLLABI

Basic Subject Data	
Academic Unit:	Faculty of Management
Program:	Business Management and Entrepreneurship
Course title:	Human Resource Management
Level:	Bachelor
Subject Status:	Obligatory
Year of studies:	II
Semesters:	III
Number of hours per week:	3
Loan Value:	5
Time/Location:	USHAF
Subject teacher:	
Contact Details:	
Subject Description	Introduction to Human Resource Management (HRM), Contemporary Business and the Need for HRM, HRM and Legal Framework, HR Planning, Workplace Design, Job Specification, HR Marketing, HR Recruitment and Selection, HR Interviews and Employment, Workplace Communication and Orientation, Organization of Working Hours, Occupational Health and Safety, HR Motivation and Motivation Theories, Initial and Continuing Education, HR Development, Individual and Team Performance, Evaluation and Reward System, Leadership and Leadership Styles, Case Studies, Examples, Practical Assignments, and Follow-up Videos.
Course Objectives:	Students should know and apply the advanced standards of human resource management policies in business, in the context of planning, recruitment, performance, communication, motivation as well as other managerial aspects with human resources.
Expected Learning Outcomes:	<p>Upon successful completion of the module, the student should:</p> <ol style="list-style-type: none"> 1. understand and know the basic structure and functionality of human resource management (ECTS: 1); 2. to recognize, analyze, evaluate and apply the legislation in force regulating employment relations (ECTS: 1); 3. have knowledge of the most important human resources activities and the use of artificial intelligence to enrich this knowledge (ECTS: 1); 4. be able to classify different methods of human resource selection and management and be able to use them effectively and independently and make convincing decisions on their own responsibility (ECTS: 1); 5. to know the central instruments in human resource management in relation to specific situations in business and to be able to use them appropriately (ECTS: 1).

Contribution to the student's workload (which should correspond to the student's learning outcomes)			
Activity	Hours	Day/week	Total
Lectures	2	15	30
Theoretical exercises/task	1	15	15
Internships	5	1	5
Contacts with teachers – consultations	1	5	5
Field exercises			
Colloquium – Test – seminar	2	2	4
Homework	2	5	10
Student's self-study time (in the library or at home)			40
Final exam preparation	3	2	6
Time spent on assessment (tests, quiz, final exam)	1	5	5
Projects, presentations, etc.	1	5	5
For the purposes of this Regulation			125
Teaching (and learning) methodology	Teaching will take place through lectures, exercises, practical examples, individual and group interpretations, seminars, periodic evaluations, etc. All this will be realized in theoretical and practical terms by presenting the materials in audio-visual form through electronic technology with Windows Office programs. In theoretical terms, general scientific knowledge will be provided, based on contemporary literature. The practical part will mainly be realized through concrete examples from the literature and case studies, solving numerical tasks and their interpretation. In this way, it will be aimed at creating inter-operative student-student as well as student-student relationships.		
Assessment methods and passing criteria	<p>The assessment method – is based on three activities – on the basis of which the final grade will be constructed:</p> <ul style="list-style-type: none"> ➤ Activity and Engagement in Learning.....max 20 points (20%), ➤ Drafting/presentation of the seminar paper.....max 10 points (10%), ➤ Final exam (or from two tests).....max 70 points (70%), <p>Passing criteria - related to the activities foreseen by the assessment method:</p> <p>1. Activity and Engagement in Learning – scored 20 points (20%) out of a possible 100 points:</p> <ul style="list-style-type: none"> • Activity in the classroom (10 points (10%)) - means that the student is active and involved in interactive discussions between professor and student, student-student, opening up new topics that are related to the subject, giving ideas, opinions, critical thoughts in order to stimulate debate during lectures. • Engagement (10 points (10%)) – means that the student completes and presents the tasks that are assigned at the end of each lecture and then discussed at the beginning of the following lecture. 		

Objective: To foster critical thinking and creative solution of real situations related to the problems posed - related to learning in the subject module.

2. Drafting and presenting a seminar paper – is scored 10 points (10%) out of a possible 100 points (100%).

Within the semester the student must prepare a seminar paper (Word and in PowerPoint), which must be presented during the hours allotted for presentation. The presentation will last a maximum of 15 minutes.

The topic of the paper can be proposed by the professor and by the student – the topic proposed by the student must be approved by the professor, and the same must be in full correlation with the subject.

The paper is presented to the group and evaluated based on the quality of the content, analysis, creativity and the ability to present it clearly.

Evaluation criteria of the project/workshop paper	
Components	Points (%)
Structure and Purpose of the Paper	2
Content/elaboration of the paper	2
Conclusions drawn and presentation of the paper	2
Creativity expressed in the paper / presentation	2
Ability to present	2
Total:	10

Objective: to develop research, analytical and scientific skills, through the treatment of a given topic independently and academically – related to learning in the subject module.

3. The final exam test is evaluated with 70 points (70%) out of a possible 100 points (100%),

Within the semester, it is envisaged to hold two tests (2 x 35 points (35%)) for actively engaged students with participation in lectures. The first test in the 7th (seventh) or 8th (eighth) week and the second test at the end of the lectures, the student passes the test if he has min 18 points (18%), since the student is estimated to have passed the first test, then the student can undergo the second test. The student has the right to take the final exam directly - oral or written. The student will undergo the final exam test, after the completion of the course lectures and within the exam deadlines set by the University Senate.

The purpose of the exam is to assess the student's knowledge, ability, ability and competencies, in relation to the learning outcomes provided in the subject material.

The exam test (question form) must be completed individually by the student and it is evaluated according to the criteria and contains:

- ◆ Objective alternative multiple-choice questions, which will be used to assess the student's abilities to re-memorize and recognize concepts and subject material.....**30 points (%)**,
- ◆ Subjective questions of the type Topics for explanation/written answers/assignments - for which the student himself should be able to give answers related to the material of the lectured course, which answers will be used to assess the student's

	<p>understanding and abilities to apply the knowledge acquired in the analysis, synthesis/evaluation of the problem...40 points (%)</p> <p>The purpose of the test: to assess the acquisition of learning outcomes and the ability to apply them in practical situations.</p> <p>The student passes the exam if he/she accumulates 50 points (%) from all the activities provided by the assessment method,</p> <p>Grades in UShAF:</p> <table><tr><th>Note</th><th>ECTS/Note</th><th>Percentage (%)</th><th>Definition</th></tr><tr><td>10</td><td>A</td><td>90 - 100</td><td>Excellent</td></tr><tr><td>9</td><td>B</td><td>80 - 89</td><td>Excellent</td></tr><tr><td>8</td><td>C</td><td>70 - 79</td><td>Very good</td></tr><tr><td>7</td><td>D</td><td>60 - 69</td><td>Good</td></tr><tr><td>6</td><td>E</td><td>50 - 59</td><td>Sufficient</td></tr><tr><td>5</td><td>FX/F</td><td>0 - 49</td><td>Insufficient</td></tr></table>	Note	ECTS/Note	Percentage (%)	Definition	10	A	90 - 100	Excellent	9	B	80 - 89	Excellent	8	C	70 - 79	Very good	7	D	60 - 69	Good	6	E	50 - 59	Sufficient	5	FX/F	0 - 49	Insufficient
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Means of concretization – IT	Laptop, projector, Smart-board, wireless, internet, MS Teams, skills testing instruments, etc.																												
The relationship between the theoretical and practical part of the study	<p>70% - Theory, 30% - Practical exercises/tasks,</p> <p>This report aims to analyze the relationship between the theoretical knowledge gained during the lectures provided in the course module and the realization of practical exercises (practical visits, student exercises, student quizzes in class, etc.).</p> <p>Out of a total of 125 hours provided for the course, the division was made according to the ratio of 70% with a focus on theory and 30% on practical exercises/tasks.</p> <ul style="list-style-type: none">87.5 hours are dedicated to theoretical lectures, including the acquisition of basic concepts, methodologies and standards foreseen in the course module.37.5 hours are focused on practical exercises/tasks, concrete case studies, teamwork and simulation project development. <p>Allocation of 6 ECTS according to the ratio of 70%-30%</p> <ul style="list-style-type: none">❖ 3.5 ECTS - dedicated to the theoretical part,❖ 1.5 ECTS - dedicated to the practical exercises/tasks, <p>This division reflects the balance between acquiring basic concepts and applying them through practical activities.</p>																												
Literature																													
Basic Literature	<ol style="list-style-type: none">1. Bislim Lekiqi, (2025), Human Resource Management, Authorized Lectures in Text and Video Recordings, UShAF2. Galantina Canco, 2018, Human Resource Management, Mirgeeralb, Tirana																												
Additional Literature	<ol style="list-style-type: none">3. Stefan Huf, (2020), Human Resources Management, Springer Fachmedien, Wiesbaden4. Dirk Lippold, (2021), Human Resources Management and High Potentials, EPUB, Walter de Gruyter GmbH, Berlin/Boston5. Jens Rowold, (2015), Human Resource Management - Textbook for Bachelor and Master, Springer-Verlag Berlin Heidelberg																												

Additional Information – Scientific Paper by the professor of the subject:		<p>*Bislim Lekiqi, (2022), “Human resource planning in manufacturing enterprises”,</p> <p>Technium Social Sciences Journal: A new decade for social changes,</p> <p>https://doi.org/10.47577/tssj.v27i1.6564</p> <p>https://techniumscience.com/index.php/socialsciences/article/view/6564</p>
Designed lesson plan:		
Java		The lecture that will take place
	First Week	<p>Presentation of the course</p> <p>Introduction to Human Resource Management (HRM)</p> <p>We get to know the students, we make the presentation of the syllabus as well as a generalized introduction to the field of human resource management.</p> <p>Expected result no. 1</p>
	Week Two	<p>Contemporary Business and the Need for Human Resource Management</p> <p>The focus will be on the contemporary business approach to human resource management as opposed to the traditional business approach to human resources.</p> <p>Expected result no. 1</p>
	Third Week	<p>HRM and Legal Framework</p> <p>Laws and regulations related to the employment relationship will be addressed, with special emphasis on the labor law.</p> <p>Expected result no. 2</p>
	Week Four	<p>Human Resource Planning – Case Study – Examples and Practical Tasks</p> <p>In this lecture will be presented and elaborated under the topics: Qualitative and quantitative HR planning, Factors influencing HR planning, Theoretical treatment and numerical task for practical application, With Case Study – Examples and practical assignments, practical application will be made.</p> <p>Expected result no. 3</p>
	Week Five	<p>Artificial Intelligence Assistance for Matters:</p> <ul style="list-style-type: none"> • Workplace Design • Specification of Jobs – Examples and Practical Tasks <p>The questions and answers that condition the design of the workplace will be addressed; appropriate assessments will be made; The aspects of human and industrial engineering will be addressed, followed by the description of the workplace. For the topics in question, research will be done on Artificial Intelligence platforms to research new approaches to the design and specification of human resources. With Case Study – Examples and task practical application will be done.</p> <p>Expected result no. 3</p>

Week Six	Artificial Intelligence Assistance for Matters: <ul style="list-style-type: none"> • HR Marketing • HR Recruitment and Selection – Examples and Practical Tasks <p>The lecture begins with internal and external HR marketing, illustrated with business examples. Then the issues related to HR recruitment forms as well as selection are addressed. For the topics in question, research will be done on Artificial Intelligence platforms to research new approaches to marketing, recruitment and human resource selection. With Case Study – Examples and task practical application will be done.</p> <p>Expected result no. 3, 4</p>
Week Seven	HR Interviews and Employment – Practical Application <p>In this lecture will be presented and elaborated under the topics: Types of interview, Parts of the interview, Stages of the interview, Employer and selection interview, Tests, Questions and their role in the interview, Simulation of concrete cases with presence or video recordings. The following is the Arrangement of employees in the workplace based on the law.</p> <p>Expected result no. 4</p>
Week eight	Communication and Workplace Orientation <p>Within the framework of the lecture, issues related to the Forms of communication, orientation in the workplace, the assignment of the mentor and his/her role will be addressed,</p> <p>Expected result no. 5</p>
Week Nine	Organization of working hours – Case study – Examples and practical tasks <p>Based on the labor law, issues related to the determination of working hours, work longer than full working hours, division and change of working hours, night work, etc. will be addressed.</p> <p>Expected result no. 2, 3</p>
Week Ten	Health and safety at work <p>Based on the Law on Safety and Health at Work, topics related to the obligations (obligations) of the employer and employees to undertake measures for safety and health at the workplace (for employees as well as for persons in business premises), Treatment of hazards at work, Mandatory medical check-ups, as well as measures (fines) for violations of obligations.</p> <p>Expected result no. 2, 5</p>
Week Eleven	HR Motivation and Motivation Theories <p>In this lecture the sub-topics will be presented and elaborated: Motivation an important HRM factor for enterprise success, Theoretical problems of motivation, Basics of motivation theory, Types of motives, Importance of recognition of motivation in HRM, Motivation process, Theories of motivation, Triggers, Cafeteria – Model, Practical use of motivation theories.</p> <p>Expected result no. 3, 5</p>

	Week Twelve	<ul style="list-style-type: none"> • Initial and continuing education • HR Development <p>In this lecture will be presented and elaborated under the topics: Level of education and access to the labor market. HR development is addressed through models, which include: Evaluation – analysis of factors (employer and employee), HR development planning, HR development measures as well as Communication of results.</p> <p>Expected result no. 1, 5</p>
	Week Thirteen	<ul style="list-style-type: none"> • Individual and Team Performance – Examples and Practical Tasks • Evaluation and Reward System – Examples and Practical Tasks <p>In this lecture the sub-topics will be presented and elaborated: Performance Evaluation, Individual and Group Performance Management, Role of Employee Appraisal, Types of Performance Appraisal as well as Presentation of Seminar Papers, Appraisal and Reward Systems.</p> <p>Expected result no. 1, 2, 3, 4, 5</p>
	Week Fourteen	<p>Leadership and leadership styles</p> <p>This lecture addresses issues related to leadership, leadership styles as well as theories of leadership. The case study, based on research, illustrates managers' penchant for leadership (management) style.</p> <p>Expected result no. 1, 2, 3, 4, 5</p>
	Week Fifteen	<p>Presentation of seminar papers and/or research</p> <p>Students will present their seminar papers and or research, which they have submitted electronically by the end of the fourteenth week.</p> <p>Expected result no. 1, 2, 3, 4, 5</p>
<p>Academic Policies and Rules of Etiquette:</p> <p>The student is obliged to attend lectures regularly and to have correct behavior towards colleagues and University staff, maintaining calm and active engagement in lectures and exercises is mandatory. During lectures and exercises, eating, whispering that hinders work in the classroom and the use of mobile phones are PROHIBITED. At the same time, mobile phones must be turned off or put on silent and not used during lectures or exercises. Lack of academic integrity (including plagiarism, copying another person's work, use of unauthorized aids in exams, cheating, etc.) will not be tolerated. If there are doubts about the authenticity of the work submitted, the professor has the right to ask the student to verify his/her work. This can be done through: repeating the work, written or oral testing, surprise quiz or any other action deemed necessary by the lecturer.</p>		