

The paper examines human resource management during the initial phases of the COVID-19 pandemic in Armenia. It is hypothesised that professionals have made a smoother transition to remote work than non-professionals, and industry has a significant impact on remote work during pandemic. Additionally, we discuss whether small and medium enterprises have been able to reorganize operations faster than larger enterprises. Survey data analyses fully support the first and second hypotheses, but only partially support the third. The findings suggest that public investment in digital infrastructures, as well as private investment in employee training and development, would be the most effective ways to withstand future pandemic crises.