

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

Department Production and Investment Management




«CONFIRMED»


Dean of the Faculty
of Agrarian Management
Anatolii OSTAPCHUK
_____ 2023

«APPROVED»

at the meeting of the department
Production and Investment Management
Protocol №8 dated on April «18» 2023

Acting Head of Department

_____ Maryna DIELINI

«REVIEWED»

Program Coordinator "Management"
Program Coordinator

_____ Vitalii LUTSIK

PROGRAM OF THE COURSE

HUMAN RESOURCE MANAGEMENT

Specialization	_____ 073 «Management»
Educational program	_____ «Management»
Faculty	_____ Agrarian management
Developers:	_____ Dr. of Economic Sciences, Prof. Dielini M.M.,
	_____ PhD in Economics, Ass. Professor Vlasenko Yu.H.
	<small>(position, academic degree, academic title)</small>

Kyiv – 2023

1. Description of the course

Human resource management

(title)

Field of knowledge, specialization, educational program, educational degree		
Educational degree	Bachelor's	
Specialization	073 «Management»	
Educational program	«Management»	
Characteristics of the course		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if applicable)	–	
Form of assessment	<i>Exam</i>	
Indicators of the course for full-time and part-time forms of study		
	Full-time form of study	Part-time form of study
Course (year of study)	3	
Semester	6	
Lecture classes	<i>30 hr.</i>	<i>hr.</i>
Practical, seminar classes	<i>30 hr.</i>	<i>hr.</i>
Laboratory classes	–	<i>hr.</i>
Self-study	<i>60 hr.</i>	<i>hr.</i>
Individual assignments	–	<i>hr.</i>
Number of weekly classroom hours for the full-time form of study	<i>4 hr.</i>	

2. Purpose, objectives, and competencies of the course

Purpose: The development of team management skills, the ability to develop and implement personnel policies, ensuring purposeful utilization of organizational personnel, and understanding the basics of legal support in personnel management.

Examination of contemporary theories of personnel management and the evolution of human resource management functions. Specifically, exploring issues related to the quality composition of personnel, their professional development and training, management of career development, performance evaluation and assessment of personnel, progressive methods of work rationalization, modern theories of motivation, and personnel selection and placement.

Objectives:

1. Studying contemporary theories of personnel management and understanding their impact on human resource management functions under the influence of scientific and technological progress.

2. Developing knowledge about personnel recruitment processes, professional development, and training.
3. Familiarizing oneself with the basics of personnel records management and applying them in practical situations.
4. Understanding the principles of personnel management and career development, taking into account the quality composition, performance evaluation and assessment of personnel, sociological typology, progressive methods of work rationalization, and the activation of the human factor.
5. Shaping the profile of future specialists equipped with the fundamentals of theory and methodology of human resource management in a market economy.
6. Applying scientific principles of economic theory, knowledge of entrepreneurial economics, labor sociology, basic management principles, and other relevant disciplines.

Acquisition of competencies:

Integrated competency (IC): The ability to solve complex specialized tasks and practical problems, that are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

General competencies (GC):

- GC11. Ability to adapt and act in a new situation;
- GC13. Appreciation and respect for diversity and multiculturalism;
- GC15. Ability to act on the basis of ethical considerations (motives).

Professional (special) competencies (PC):

- PC4. The ability to determine the functional areas of the organization and connections between them.
- PC5. Ability to manage the organization and its divisions through the implementation of management functions.
- PC6. The ability to act socially responsibly and consciously.
- PC7. Ability to choose and use modern management tools.
- PC8. Ability to plan the activities of the organization and manage time.
- PC9. Ability to work in a team and debug interpersonal interaction when solving professional tasks.
- PC10. The ability to evaluate the performed work, ensure their quality and motivate the organization's personnel.
- PC11. Ability to create and organize effective communications in the management process.
- PC14. Understand the principles of psychology and use them in professional activity.
- PC15. Ability to form and demonstrate leadership qualities and behavioral skills.

Program learning outcomes (PLO):

- PLO9. Demonstrate interaction, leadership, and teamwork skills.
- PLO10. Have the skills to justify effective tools for motivating the organization's personnel.
- PLO14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find means to neutralize it.

PLO15. Demonstrate the ability to act socially responsibly and socially conscious on the basis of ethical considerations (motives), respect for diversity and interculturality.

3. Program and structure of the course for complete full-time (part-time) form of study.

**CONTENT MODULE I.
ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES**

Topic 1. Introduction and course overview

Introduction to human resource management. Evolution of HRM practices. Role and importance of hrm in organizations. Key concepts and terminology in HRM. Overview of the course structure and objectives.

Topic 2. HR management and company strategy

Aligning HR strategy with organizational goals. Strategic workforce planning. HR's role in change management. Linking hrm practices to competitive advantage. Ethical considerations in HRM.

Topic 3. Global organizational behaviour

Cross-cultural challenges in HRM. Diversity and inclusion in the workplace. Managing virtual and multicultural teams. Global talent management. International labor laws and regulations.

Topic 4. Labor market, recruiting, interviewing and selection

Analysis of labor market trends and demographics. Job analysis and job design. Effective recruiting strategies and methods. Interviewing techniques and selection tools. Employee background checks and screening processes.

Topic 5. Human resource planning

Forecasting hr needs and demands. Succession planning and talent pipelines. Workforce analytics and HR metrics. Balancing internal and external recruitment. Strategies for retaining and engaging employees.

**CONTENT MODULE II
ENGAGING OF HUMAN RESOURCES AND ORGANIZATIONAL
CITIZENSHIP**

Topic 6. HR motivation and compensation

Theories of employee motivation. Designing effective performance management systems. Incentive systems and variable pay programs. Job evaluation and compensation structures. Benefits administration and total rewards strategies.

Topic 7. Training and development

Assessing training and development needs. Designing and implementing training programs. Onboarding and orientation for new employees. Employee career development and succession planning. Evaluating training effectiveness and ROI.

Topic 8. Group and team effectiveness

Building high-performing teams. Team dynamics and communication. Conflict resolution and negotiation in teams. Leadership and team decision-making. Managing virtual teams and remote collaboration.

Topic 9. HR performance management

Establishing performance goals and expectations. Performance appraisal methods and systems. Providing feedback and coaching for performance improvement. Performance recognition and rewards. Performance-related disciplinary actions and terminations.

Structure of the course

Names of content modules and topics	Number of hours													
	Full-time form							Part-time form						
	week s	total	including					total	including					
			1	p	lab	in d	sel f		1	p	lab	in d	sel f	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Content Module 1. Organizational behavior and human resources														
Topic 1. Introduction and Course Overview	1-2	11	2	2			7							
Topic 2. HR Management and Company Strategy	3-4	15	4	4			7							
Topic 3. Global Organizational Behaviour	5-6	9	2	2			5							
Topic 4. Labor market, Recruiting, Interviewing and Selection	7-8	16	4	4			8							
Topic 5. Human Resource Planning	9-10	16	4	4			8							
Total for content module 1		67	16	16			35							
Content Module 2. Engaging of human resources and organizational citizenship														
Topic 6. HR Motivation and Compensation	11-12	13	4	4			5							
Topic 7. Training and Development	13	13	4	4			5							
Topic 8. Group and Team Effectiveness	14	9	2	2			5							
Topic 9. HR Performance	15	13	4	4			10							

Management													
Total for content module 2	53	14	14			25							
Total hours	120	30	30			60							
Course project (work) on _____ (if included in the curriculum)		-	-	-		-		-	-	-			-
Total hours	120	30	30			60							

4. Seminar topics

Not provided by the curriculum.

5. Practical class topics

No	Topic title	Number of hours
1	HRM and correlation with other sciences	2
2	HR strategic management	4
3	Globalization and its influence on HR management	2
4	Labor market research and recruitment practices	4
5	Implications of HR planning	4
6	The contemporary HR compensation packages	4
7	Comparative evaluation of HR training vs. development	4
8	Practical implications of work groups and teams	2
9	The contemporary HR performance practices	4
Total		30

6. Laboratory class topics

Not provided by the curriculum.

7. Independent work topics

No	Topic title	Number of hours
1	Importance of effective hr management in organizations	7
2	Aligning hr strategy with organizational objectives	7
3	Cross-cultural challenges in global HR management	5
4	Best practices in recruitment and selection processes	8
5	Strategic workforce planning and talent management	8
6	Enhancing employee motivation and compensation strategies	5
7	Training and development for employee growth and performance	5
8	Building effective teams and promoting collaboration	5
9	Performance management for organizational success	10
Total		60

8. Samples of control questions, tests for assessing the level of knowledge acquisition by students.

1. What are the key concepts of Human Resource Management (HRM), including organization, personnel, HRM, human resource management, HR policy, and HR administration?
2. Discuss the structure of personnel, including line managers and functional managers.
3. Describe the stages involved in developing the concept of human resource management.
4. Explain the main methodological approaches to managing organizations and their personnel.
5. Discuss the strategic and systemic approaches to human resource management.
6. Define the goals and objectives of personnel management in an organization.
7. Explain the functions and principles of personnel management in an organization.
8. Discuss organizational policy and goals and how they relate to managing personnel activities.
9. Identify the areas of personnel planning and its activities.
10. Explain the main stages of personnel planning.
11. What factors influence and determine the demand for human resources? Describe the characteristics of demand for personnel.
12. Discuss the forecasting of the supply of human resources.
13. Explain the different directions and types of personnel marketing.
14. Discuss career planning, including factors influencing career growth, career concepts, and factors that deviate from the career process.
15. Explain the theory of «Equal Opportunities» in HRM.
16. Discuss the selection, professional selection, and recruitment of personnel. Job positioning.
17. Identify the main sources and methods of recruitment and selection.
18. Discuss the criteria, programs, and methods of personnel selection.
19. Explain personnel assessment and performance appraisal, including position evaluation.
20. Discuss the criteria and methods for personnel assessment.
21. Explain the management of employee performance and effectiveness.
22. Describe effective workload distribution and delegation of authority as factors in personnel development.
23. Discuss delegation of authority in terms of personnel assessment and position evaluation.
24. Identify problems and mistakes in delegation of authority.
25. Explain personnel motivation, including its definition, methods, and approaches.
26. Discuss motivation as a constant and variable factor.
27. Explain the practical aspects of daily motivation.
28. Describe different methods of motivation.

29. Discuss personnel control, including its definition, types, and methods.
30. Explain positive and progressive control.

Samples of tasks for independent work

1. Multiple Choice Test: Which of the following is NOT a primary function of HRM?
 - a) Recruitment and Selection
 - b) Training and Development
 - c) Marketing and Sales
 - d) Performance Management
2. True or False Test: HRM is primarily responsible for employee compensation and benefits administration. (True/False)
3. Short Answer Test: Briefly explain the concept of job analysis and its relevance in HRM.
4. Case Study: Analyze a real-life scenario where an organization successfully implemented a diversity and inclusion initiative. Discuss the impact of this initiative on employee engagement and organizational performance.
5. Fill in the Blanks Test: The process of evaluating employee performance against pre-established criteria is known as _____.
6. Multiple Choice Test: Which of the following is NOT a component of a comprehensive employee benefits package?
 - a) Health insurance
 - b) Retirement savings plan
 - c) Paid time off
 - d) Job description
7. True or False Test: Employee turnover refers to the number of employees hired by an organization within a specific period. (True/False)
8. Short Answer Test: Explain the concept of flexible work arrangements and provide examples of such arrangements.
9. Fill in the Blanks Test: _____ is the process of attracting and selecting qualified candidates for job openings.
10. Case Study: Analyze a real-life case where an organization faced challenges related to employee retention. Suggest HR strategies to address these challenges and improve retention rates.
11. True or False Test: HRM is solely responsible for addressing workplace conflicts and resolving employee grievances. (True/False)
12. Multiple Choice Test: Which of the following is an example of an extrinsic motivator for employees?
 - a) Challenging job assignments
 - b) Opportunities for career advancement
 - c) Personal satisfaction from completing a task
 - d) Employee recognition programs
13. Short Answer Test: Define the term «workforce diversity» and discuss its advantages for organizations.
14. Fill in the Blanks Test: The process of evaluating training effectiveness is known as _____.

15. Matching Test: Match the HRM practice with its corresponding objective:

a)	Employee Engagement Surveys	I	Identifying potential skills gaps and addressing future talent needs
b)	Workforce Planning	II	Promoting employee well-being and providing support for personal challenges
c)	Employee Assistance Programs	III	Assessing and improving employee job satisfaction and commitment
d)	Leadership Development	IV	Developing leadership capabilities within the organization

16. True or False Test: Job rotation refers to the process of moving employees across different departments within an organization to broaden their skills and knowledge. (True/False)

17. Case Study: Analyze a real-life case where an organization faced a conflict between employee rights and organizational policies. Discuss the HR strategies that could have been implemented to resolve the conflict effectively.

18. Short Answer Test: Explain the concept of talent acquisition and its significance in HRM.

9. Teaching methods.

Modern requirements for the training of professionals include the acquisition of basic practical skills in the application of project management, mastering the basics of methodology, technology and mastery of methods of formation, monitoring and control, management decisions at national, regional and local levels. public sphere, from the standpoint of general civilizational values, world experience and understanding of scientific achievements.

The following educational technologies and means are used to activate the process of students' learning during the study of the discipline:

- the material is clearly structured at lectures; students' attention is focused on problematic issues; specific examples of practical application of the acquired knowledge are given; students are encouraged to critically perceive new material instead of passive annotation; visual materials, schemes, tables, models, graphs are used; technical teaching aids are used: multimedia projector, slides, etc.;

- various educational technologies are introduced in practical classes: performance of practical tasks by appropriate software; analysis, interpretation and discussion of the obtained results; brain storm; presentations; work in small groups; written control of knowledge; individual and group survey; cross-checking of tasks with the subsequent argumentation of the given assessment, etc.

Mandatory elements of intensification of students' educational work are clear control of students' attendance, encouragement of educational activity, fair differentiation of grades.

Lesson planning involves the creation of prerequisites for the implementation of the following methodological principles of the educational process: - intensive use of independent student work (preparatory stage for the implementation of practical tasks and interpretation of the results); - active use of software to perform practical tasks; - compliance with strict regulations: determining the time for individual work and

discussion of the results; - introduction of the principle of rationing: observance of norms and rules at performance of test tasks and practical tasks; - active support of intra-group interaction of students, involvement in the implementation of practical tasks and discussion of the results.

10. Forms of assessment

The form of control of students' knowledge in the discipline "Human resource management" is exam.

11. Distribution of grades received by students. Evaluation of student knowledge is carried out on a 100-point scale and is converted to national grades according to Table 1 «Regulations and Examinations and Credits at NULES of Ukraine» (order of implementation dated 26.04.2023, protocol №10)

Student rating, points	National grade based on exam results	
	Exams	Credits
90-100	Excellent	Passed
74-89	Good	
60-73	Satisfactory	
0-59	Unsatisfactory	Not passed

In order to determine the rating of a student (listener) in the discipline R_{dis} (up to 100 points), the rating from the exam R_{ex} (up to 30 points) is added to the rating of a student's academic work R_{aw} (up to 70 points): $R_{dis} = R_{aw} + R_{ex}$.

12. Educational and methodological support.

Educational and methodological complex for studying the discipline (curriculum, syllabus, illustrative materials). The lectures are presented in the form of presentations based on own developments, as well as materials from research conducted in universities of EU countries and the USA. The methodological guidelines for the discipline include a textbook: Orekhivskiy V., Balanovska T. Human Resources Management. Textbook. Kyiv: NPE Yamchynskiy O.V., 2020. 173 p.

13. Recommended sources of information

1. Orekhivskiy V., Balanovska T. Human Resources Management. Textbook. Kyiv: NPE Yamchynskiy O.V., 2020. 173 p.
2. Robert L. Mathis, John H. Jackson, Sean R. Valentine, Patricia Meglich. Human Resource Management 15th Edition. 2017.
3. Raymond A. Noe, John R. Hollenbeck, Hardcover: Human Resource Management: Gaining A Competitive Advantage. McGraw-Hill. 2018. 568 p.
4. Gary Dessler: Human Resource Management (9th Edition): Prentice Hall. 2017. 598 p.
5. Buller P. F., McEvoy G. M. Strategy, Human Resource Management and

Performance: Sharpening Line of Sight. Human Resource Management Review 22. 2016: 43-56.

6. Виноградський М. Д. Управління персоналом: навч. посіб. Київ: ЦУЛ. 2009. 500 с.

7. Pravin Durai. Human Resource Management: Licensees of Pearson Education in South Asia. 2012. 489 p.

8. Шубалий О.М., Рудь Н.Т., Гордійчук А.І., Шубала І.В., Дзямулич М.І., Потьомкіна О.В., Серета О.В. Луцьк : ІВВ Луцького НІУ, 2018. 404 с.

9. Борданова Л.С., Мельничук В.Е., Рощина Н.В., Семенченко Н.В. Управління персоналом: конспект лекцій. Київ : КПІ ім. Ігоря Сікорського, 2020. 103 с.

10. Дяків О.П., Островерхов В.М. Управління персоналом : авчально-методичний посібник (видання друге, переробл. і доповнено). Тернопіль : ТНЕУ, 2018. 288 с.

11. Савельєва, В. С. Управління персоналом: навч. посіб. Київ: Професіонал. 2005. 336 с.

12. Управління персоналом : підручник / О. М. Шубалий, Н. Т. Рудь, А. І. Гордійчук, І. В. Шубала, М. І. Дзямулич, О. В. Потьомкіна, О. В. Серета; за заг. ред. О. М. Шубалого. – Луцьк : ІВВ Луцького НТУ, 2018. – 404 с.