

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

Department of Management named after Professor J. S. Zavadskyi

**CONFIRMED**  
Faculty of Agricultural Management  
“18” June 2026

**CURRICULUM OF ACADEMIC DISCIPLINE  
“HUMAN RESOURCES MANAGEMENT”**

Area of knowledge	07 Management and Administration
Specialty	<u>075 Marketing</u>
Academic programme	<u>“Marketing”</u>
Faculty	<u>Agrarian Management</u>
Developed by:	<u><b>Krystyna DRAMARETSKA</b> Associate Professor of the Department of Management named after Professor J. S. Zavadskyi, PhD in Economics, Associate Professor</u> <u><b>Viktoriiia HOLIK</b> Assistant of the Department of Management named after Professor J. S. Zavadskyi</u>

## Description of the discipline “Human Resources Management”

“Human Resources Management” is a compulsory discipline aimed at forming modern managerial thinking and a system of theoretical knowledge and practical skills in human resources management in future specialists. The objectives of the discipline are theoretical and practical training of higher education students in the formation of personnel policy and personnel management system of the organisation; application of modern approaches to determining the need for personnel, organising recruitment and selection of employees for positions and forming a successful team; evaluation and professional development of employees, targeted use of their potential.

Area of knowledge, academic degree, specialty, educational programme		
Academic degree	<i>bachelor's</i>	
Area of knowledge	<i>07 Management and Administration</i>	
Specialty	<i>075 Marketing</i>	
Educational programme	<i>Marketing</i>	
Characteristics of the discipline		
Type	compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Course project (work) (if any)	-	
Form of assessment	<i>exam</i>	
Indicators of the discipline for full-time and part-time forms of university study		
	University study	
	Full-time	Part-time
Year of study	4	4
Term	8	8
Lectures	<i>12 hours</i>	<i>6 hours</i>
Practical classes and seminars	<i>24 hours</i>	<i>8 hours</i>
Laboratory classes	-	-
Self-study	<i>84 hours</i>	<i>106 hours</i>
Number of hours per week for full-time students	<i>3 hours</i>	-

### 1. Aim, prerequisites, competences and expected learning outcomes of the discipline

Aim is to develop modern managerial thinking and a system of theoretical knowledge and practical skills in human resources management in future specialists.

Prerequisites of the discipline – «Management», «Enterprise economics», «Starting own business».

#### ***Acquisition of competences:***

*Integral competence (IC):* ability to solve complex specialised tasks and practical problems in the field of marketing or in the learning process, which involves the application of relevant theories and methods and is characterised by complexity and uncertainty of conditions.

*General competence (GC):*

GC4. Ability to learn and master modern knowledge.

GC5. Determination and perseverance in relation to the tasks and responsibilities undertaken.

GC6. Knowledge and understanding of the subject area and understanding of professional activities.

GC9. Skills in the use of information and communication technologies.

GC11. Ability to work in a team.

*Special (professional) competence (SC):*

SC3. Ability to use the theoretical provisions of marketing to interpret and predict phenomena and processes in the marketing environment.

SC9. Ability to use marketing tools in innovation activities.

SC14. Ability to propose improvements to the functions of marketing activities.

***Expected learning outcomes (ELO):***

ELO 13. Be responsible for the results of their activities, demonstrate skills of entrepreneurial and managerial initiative.

ELO 14. Perform functional duties in a group, offer sound marketing solutions.

ELO 16. To meet the requirements for a modern marketer, to improve the level of personal professional training.

**1. Programme and structure of the discipline**

Modules and topics	Number of hours								
	Full-time form					Part-time form			
	weeks	total	including			total	including		
			l	p	s.st.		l	p	s.st.
<b>Module 1. The organization's human resources management system</b>									
Topic 1. Human resources management in the organization management system	1		2	2	42		1		53
Topic 2. Planning for human resources in organizations	3/ 2-3		2	4			1	2	
Topic 3. Organization of selection and recruitment of human resources	5/ 4-6		2	6			1	2	
Total for module 1		60	6	12	42	60	3	4	53
<b>Module 2. Effective human resources management of the organization</b>									
Topic 4. Formation of organizational staff	7/ 7-8		2	4	42		1	2	53
Topic 5. Evaluation of human resources	9/ 9-10		2	4			1	1	
Topic 6. Management of human resources development	11/ 11-12		2	4			1	1	
Total for module 2		60	6	12	42	60	3	4	53
Total hours		120	12	24	84	120	6	8	106
Course project (work)		-	-	-	-	-	-	-	-
Total hours		120	12	24	84	120	6	8	106

### 3. Topics of lectures

No.	Topic	Hours
1	Human resources management in the organization management system	2
2	Planning for human resources in organizations	2
3	Organization of selection and recruitment of human resources	2
4	Formation of organizational staff	2
5	Evaluation of human resources	2
6	Management of human resources development	2
	Total	12

### 4. Topic of laboratory (practical, seminars) classes

No.	Topic	Hours
1	Seminar class 1. Human resources management in the organization management system	2
2	Practical classes 1. Planning for human resources in organizations	4
3	Seminar class 2. Organization of selection and recruitment of human resources	2
4	Practical class 2. Organization of selection and recruitment of human resources	4
5	Seminar class 3. Formation of organizational staff	2
6	Practical classes 3. Formation of organizational staff	2
7	Practical classes 4. Evaluation of human resources	4
8	Practical classes 5. Management of human resources development	4
	Total	24

### 5. Topics of self-study

No.	Topic	Hours
1	Self-study work 1	42
2	Self-study work 2	42
	Total	24

### 6. Methods of assessing expected learning outcomes:

- oral or written survey;
- interview;
- test;
- defending practical works.

### 7. Teaching methods:

- problem-based method;
- practice oriented studying method;
- case method;
- project education method;
- flipped classroom, mixed education method;
- research based method;
- learning discussions and debates method;
- team work, brainstorm method
- gamification studying method.

### 8. Results assessment.

The student's knowledge is assessed by means of a 100-point scale converted into the national grades according to the "Exam and Credit Regulations at NULES of Ukraine" in force.

### 8.1. Distribution of points by types of educational activities

Educational activity	Results	Assessment
<b>Module 1. The organization's human resources management system</b>		
Seminar class 1. Human resources management in the organization management system	ELO 9, 14, 15 Understand the place and importance of human resources management in the management system of organisations. Know the basic concepts and categories of human resources management; principles and methods of human resources management; sources of recruitment to the organisation; methods of searching and attracting candidates for vacant positions. Be able to identify and justify the need for human resources; organise the recruitment and selection of employees for positions; compile and analyse a resume of a candidate for a vacant position; interview candidates for vacant positions in the organisation	<b>10</b>
Practical classes 1. Planning for human resources in organizations		<b>10</b>
Seminar class 2. Organization of selection and recruitment of human resources		<b>10</b>
Practical class 2. Organization of selection and recruitment of human resources		<b>10</b>
Self-study work 1		<b>30</b>
Module control work 1		<b>30</b>
<b>Total for module 1</b>		<b>100</b>
<b>Module 2. Effective human resources management of the organization</b>		
Seminar class 3. Formation of organizational staff	ELO 9, 10, 14 Understand the importance of a positive social and psychological climate in the team and the need to build a successful team. To know the peculiarities of conducting employee appraisals; the essence of professional development of employees. Be able to contribute to the harmonisation of human relations and the formation of a successful team; conduct an assessment of the organisation's staff; draw up and implement an action plan for the professional development of the organisation's staff	<b>10</b>
Practical classes 3. Formation of organizational staff		<b>10</b>
Practical classes 4. Evaluation of human resources		<b>10</b>
Practical classes 5. Management of human resources development		<b>10</b>
Self-study work 2		<b>30</b>
Module control work 2		<b>30</b>
<b>Total for module 2</b>		<b>100</b>
<b>Class work</b>	<b><math>(M1 + M2)/2 * 0,7 \leq 70</math></b>	
<b>Exam/credit</b>	<b>30</b>	
<b>Total for year</b>	<b><math>(\text{Class work} + \text{exam}) \leq 100</math></b>	

### 8.2. Scale for assessing student's knowledge

Student's rating, points	National grading (exam/credits)
90-100	excellent
74-89	good
60-73	satisfactory
0-59	unsatisfactory

### 8.3. Assessment policy

<b>Deadlines and exam retaking rules</b>	Works that are submitted late without valid reasons will be assessed with a lower grade. Module tests may be retaken with the permission of the lecturer if there are valid reasons (e.g. a sick leave)
<b>Academic integrity rules</b>	Cheating during tests and exams is prohibited (including using mobile devices). Term papers and essays must have correct references to the literature used
<b>Attendance rules</b>	Attendance is compulsory. For good reasons (e.g. illness, international internship), training can take place individually (online by the faculty dean's consent)

### 9. Teaching and learning aids:

1. E-learning course of the discipline "Human Resource Management" (on the educational portal of NULES eLearn – <https://elearn.nubip.edu.ua/course/view.php?id=5143>).

2. Балановська Т. І., Гоголя О. П., Драгнева Н. І., Драмарецька К. П., Троян А. В. Управління персоналом: навчальний посібник. 2-ге вид. Київ: ЦП «КОМПРИНТ», 2018. 417 с.

3. Балановська Т. І., Драмарецька К. П. Методичні вказівки до вивчення дисципліни «Управління персоналом» для здобувачів першого (бакалаврського) рівня вищої освіти зі спеціальності D5 «Маркетинг» освітньо-професійної програми «Маркетинг». Київ, 2025. 216 с.

4. Балановська Т. І., Михайліченко М. В., Троян А. В. Сучасні технології управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О. В., 2020. 466 с.

5. Балановська Т. І., Михайліченко М. В., Троян А. В. Управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О. В., 2022. 371 с.

6. Balanovska T., Orekhivskiy V. HUMAN RESOURCES MANAGEMENT. Textbook. Kyiv: NPE Yamchynskiy O.V., 2020. 173 p.

### 10. Recommended sources of information

1. Балановська Т. І., Гоголя О. П., Драгнева Н. І., Драмарецька К. П., Троян А. В. Управління персоналом: навчальний посібник. 2-ге вид. Київ: ЦП «КОМПРИНТ», 2018. 417 с.

2. Балановська Т. І., Драмарецька К. П. Методичні вказівки до вивчення дисципліни «Управління персоналом» для здобувачів першого (бакалаврського) рівня вищої освіти зі спеціальності D5 «Маркетинг» освітньо-професійної програми «Маркетинг». Київ, 2025. 216 с.

3. Балановська Т. І., Михайліченко М. В., Троян А. В. Сучасні технології управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О. В., 2020. 466 с.

4. Балановська Т. І., Михайліченко М. В., Троян А. В. Управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О. В., 2022. 371 с.

5. Вакарюк Л. В., Гетьманцева Н. Д. Управління персоналом: навчально-методичний посібник. Чернівці: Чернівець. Нац. ун-т ім. Ю. Федьковича, 2021. 84 с.

6. Довгань Л. Є., Ведута Л. Л., Мохонько Г. А. Технології управління людськими ресурсами: навчальний посібник. Київ: КПІ ім. Ігоря Сікорського, 2018. 512 с.

7. Дяків О. П., Островерхов В. М. Управління персоналом: навчально-методичний посібник 2-е видання, переробл. і доповнено. Тернопіль: ТНЕУ, 2018.

288 с.

8. Кодекс законів про працю України: Закон України від 10.12.1971 р. № 322-VIII. URL: <http://zakon2.rada.gov.ua/laws/show/322-08>

9. Конспект лекцій з навчальної дисципліни «Управління персоналом»: навчальний посібник / Л. С. Борданова, В. Е. Мельничук, Н. В. Рощина, Н. В. Семенченко. Київ: КПІ ім. Ігоря Сікорського, 2020. 103 с.

10. Лідерство та управління людськими ресурсами організації: навчальний посібник / Балановська Т. І., Гавриш О. М., Драмарецька К. П., Голік В. В. Київ: ЦП «КОМПРИНТ», 2024. 281 с.

11. Менеджмент персоналу: навчальний посібник / Укл. О. В. Безпалько, А. Д. Бергер, Т. М. Березянка, Ю. М. Гринюк, Д. Г. Грищенко, О. І. Драган, А. С. Зеніна-Біліченко, Л. М. Мазник, Л. І. Тертична, О. М. Соломка, О. А. Чигринець [За заг. ред. О. І. Драган]. Київ: МПП «ЛИНО», 2022. 612 с.

12. Про колективні договори і угоди: Закон України від 01.07.1993 р. № 3356-XII. URL: <https://zakon.rada.gov.ua/laws/show/3356-12>

13. Про професійний розвиток працівників: Закон України від 12.01.2012 р. № 4312-VI. URL: <https://zakon.rada.gov.ua/laws/show/4312-17>

14. Управління персоналом: підручник. 2-ге вид., перероб. і доп. / О. М. Шубалий, Н. Т. Рудь, А. І. Гордійчук, І. В. Шубала, М. І. Дзямучич, О. А. Хілуха, П. М. Косінський; за заг. ред. О. М. Шубалого. Луцьк: ЛНТУ, 2023. 414 с.

15. Balanovska T., Orekhivskyi V. HUMAN RESOURCES MANAGEMENT. Textbook. Kyiv: NPE Yamchynskyi O.V., 2020. 173 p.

16. Scott Snell, Shad Morris. Managing Human Resources. Cengage Learning. 2025. 632 p.