

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

Department of Management named after Professor J. S. Zavadskyi

**CONFIRMED**

Faculty of Agrarian Management

“18” June 2026

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

Area of knowledge	D Business, Administration and Law
Specialty	<u>D3 Management</u>
Academic programme	<u>“Management”</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>
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### **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.

<b>Area of knowledge, academic degree, specialty, educational programme</b>		
Academic degree	<i>Bachelor</i>	
Area of knowledge	<i>D Business, Administration and Law</i>	
Specialty	<i>D3 Management</i>	
Educational programme	<i>Management</i>	
<b>Characteristics of the discipline</b>		
Type	Compulsory	
Total number of hours	120	
Number of ECTS credits	4	
Number of modules	2	
Course project (work) (if any)		
Form of assessment	Exam	
<b>Indicators of the course for full-time and part-time forms of university study</b>		
	<b>University study</b>	
	<b>Full-time</b>	<b>Part-time</b>
Year of study	2	2
Term	3	3
Lectures	<i>30 hours.</i>	<i>4 зод.</i>
Practical classes and seminars	<i>30 hours.</i>	<i>6 зод.</i>
Laboratory classes	<i>- hours.</i>	<i>- зод.</i>
Self-study	<i>60 hours.</i>	<i>110 зод.</i>
Number of hours per week for full-time students	<i>4 hours.</i>	-

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

The aim is to develop modern managerial thinking and a theoretical and practical knowledge base in human resources management for future specialists.

*Prerequisites of the discipline* is “Microeconomics”, “Organization Theory”.

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

*Integrated competency (IC):* the ability to solve complex specialised tasks and practical problems characterised 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 behavioural sciences.

### ***General competencies (GC):***

GC 8. Skills in the use of information and communication technologies.

GC 13. Valuing and respecting diversity and multiculturalism.

GC 15. Ability to act on the basis of ethical considerations (motives).

### ***Special (professional) competences (SC):***

SC 8. Ability to plan organisational activities and manage time.

SC 9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

SC 10. Ability to evaluate the work performed, ensure its quality and motivate the organisation's staff.

SC 14. Understand the principles of psychology and apply them in professional activities.

SC 15. Ability to develop and demonstrate leadership and behavioural skills.

### ***Expected Learning Outcomes (ELO):***

ELO 6. Demonstrate skills in searching, collecting and analysing information, calculating indicators to justify management decisions.

ELO 9. Demonstrate interaction, leadership and teamwork skills.

ELO 14. Identify the causes of stress, adapt yourself and your team members to a stressful situation, and find ways to neutralise it.

ELO 15. Demonstrate the ability to act in a socially responsible and socially conscious manner on the basis of ethical considerations (motives), respect for diversity and interculturalism.

ELO 17. Carry out research individually and/or in a group under the guidance of a leader.

## 2. Programme and structure of the discipline “Human Resources Management”

Modules and topics	Number of hours								
	Full-time form					Part-time form			
	weeks	total	including			total	including		
			1	p	s/s.		1	p	s/s.
<b>Module 1. The organization's human resources management system</b>									
<b>Topic 1.</b> Human resources management in organization management system.	1		2	2	30		1		55
<b>Topic 2.</b> Human resource management as a social system.	2		2	2					
<b>Topic 3.</b> Human resources policy and strategy of the organization's personnel management.	3		2	2					
<b>Topic 4.</b> Planning for human resources in organizations.	4		2	2				1	
<b>Topic 5.</b> Organization of selection and recruitment of human resources.	5-6/ 5-7		4	6				2	
<b>Topic 6.</b> Organization of activities and functions of personnel services.	7/8		2	2			1		
<b>Total for module 1</b>		60	14	16	30	60	2	3	55
<b>Module 2. Effective human resources management of the organization</b>									
<b>Topic 7.</b> Formation of organizational staff.	8/9		2	2	30		1		55
<b>Topic 8.</b> Cohesion and social development of the team.	9/10		2	2				1	
<b>Topic 9.</b> Evaluation of human resources.	10-11/ 11		3	2				1	
<b>Topic 10.</b> Management of human resources development.	11-12/ 12		3	2			1	1	
<b>Topic 11.</b> Management of the process of human resources release.	13		2	2					
<b>Topic 12.</b> Social partnership in the organization.	14		2	2					
<b>Topic 13.</b> Human resources management efficiency	15		2	2					
<b>Total for module 2</b>		60	16	14	30	60	2	3	55
<b>Total hours</b>		120	30	30	60	120	4	6	110
<b>Course project (work)</b>		-	-	-	-	-	-	-	
<b>Total hours</b>		120	30	30	60	120	4	6	110

### 3. Topics of lectures

N	Topics	Hours
1	Human resources management in organization management system	2
2	Human resource management as a social system	2
3	Human resources policy and strategy of the organization's personnel management	2
4	Planning for human resources in organizations	2
5	Organization of selection and recruitment of human resources	4
6	Organization of activities and functions of personnel services	2
7	Formation of organizational staff	2
8	Cohesion and social development of the team	2
9	Evaluation of human resources	3
10	Management of human resources development	3
11	Management of the process of human resources release	2
12	Social partnership in the organization	2
13	Human resources management efficiency	2
	Total	30

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

N	Topics	Hours
1	Seminar classes 1. Human resources management in organization management system	2
2	Seminar classes 2. Human resource management as a social system	2
3	Seminar classes 3. Human resources policy and strategy of the organization's personnel management	2
4	Practical classes 1. Planning for human resources in organizations	2
5	Seminar classes 4. Organization of selection and recruitment of human resources	2
6	Practical classes 2. Organization of selection and recruitment of human resources	4
7	Practical classes 3. Organization of activities and functions of personnel services	2
8	Seminar classes 5. Formation of organizational staff	2
9	Practical classes 4. Cohesion and social development of the team	2
10	Practical classes 5. Evaluation of human resources	2
11	Seminar classes 6. Management of human resources development	2
12	Practical classes 6. Management of the process of human resources release	2
13	Seminar classes 7. Social partnership in the organization	2
14	Seminar classes 8. Human resources management efficiency	2
	Total	30

### 5. Topics of self-study

N	Topics	Hours
1	Self-study work 1	30
2	Self-study work 2	30
	Total	60

### 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 classes 1. Human resources management in organization management system. Human resource management as a social system	PLO 6, 9, 15, 17 Understand the place and importance of human resources management in the management system of organisations.	<b>10</b>
Seminar classes 3. Human resources policy and strategy of the organization's personnel management	Know the basic concepts and categories of personnel management; principles and methods of personnel management; sources of recruitment to the organisation and choose the most economically feasible ones; methods of searching and attracting candidates for vacant positions; features of the activities and functions of personnel services.	<b>5</b>
Practical classes 1. Planning for human resources in organizations	Be able to formulate a personnel policy and strategy for personnel management of the organisation; carry out planning of human resources of the organisation; organise recruitment and selection of employees for positions; prepare and analyse a resume of a candidate for a vacant position.	<b>10</b>
Practical classes 2. Organization of selection and recruitment of human resources		<b>15</b>
Practical classes 3. Organization of activities and functions of personnel services		<b>10</b>
Self-study work 1		<b>20</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>		
Practical classes 4. Formation of organizational staff. Cohesion and social development of the team	PLO 6, 9, 14, 17 Understand the importance of a positive social and psychological climate in the team and the need to form a successful team.	<b>10</b>
Practical classes 5. Evaluation of human resources	Know the technologies for developing organisational, technical and methodological support for staff assessment; peculiarities of performance appraisal; the essence of professional development and methods of professional training of employees;	<b>10</b>
Practical classes 6. Management of human resources development		<b>10</b>
Practical classes 6. Management of the process of human resources release		<b>10</b>
Seminar classes 3. Social partnership in		

the organization. Human resources management efficiency.	peculiarities of the process of career planning and development and work with the personnel reserve.	<b>10</b>
Self-study work 2	Be able to contribute to the harmonisation of human relations and the formation of a successful team; assess the staff of the organisation; draw up and implement an action plan for the development of the organisation's staff; determine the effectiveness of human resources management.	<b>20</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</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><i>Deadlines and exam retaking rules</i></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><i>Academic integrity rules</i></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><i>Attendance rules</i></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=4062> ).

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 ДЗ «Менеджмент» освітньо-професійної програми «Менеджмент міжнародного бізнесу». Київ, 2025. 215 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 Yanchynskiy O.V., 2020. 173 p.

### 10. Recommended sources of information

1. Балановська Т. І., Гоголюя 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 Д 3 «Менеджмент» освітньо-професійної програми «Менеджмент». Київ, 2025. 215 с.

3. Балановська Т. І., Драмарецька К. П., Гоголюя О. П. Формування команди ризик-менеджменту підприємств в умовах дефіциту людських ресурсів. *Економіка та суспільство*. 2026. № 84. DOI: <https://doi.org/10.32782/2524-0072/2026-84-1> URL: <https://economyandsociety.in.ua/index.php/journal/article/view/7587>

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

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

8. Дяків О. П., Островерхов В. М. Управління персоналом: навчально-методичний посібник 2-е видання, переробл. і доповнено. Тернопіль: ТНЕУ, 2018. 288 с.

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

10. 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.

11. 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.

12. Менеджмент персоналу: навчальний посібник / Укл. О. В. Безпалько, А. Д. Бергер, Т. М. Березянюк, 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.

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

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

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

16. Balanovska T., Cherednichenko O., Stepasyuk L., Yurchenko O., Dramaretska K., Baranovska, O. Development of human capital in the context of the emerging creative economy. *Economics and Business Management*. 2025. 15(4), 161-184. DOI: <https://doi.org/10.31548/economics/4.2024.161> URL: <https://economicscience.com.ua/uk/journals/t-15-4-2024>

17. Havrysh O., Dramaretska K. Leadership : textbook for students of higher education of the first (bachelor) level of specialty 073 Management. Kyiv: TsP "KOMPRYNT", 2022. 458 p.

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