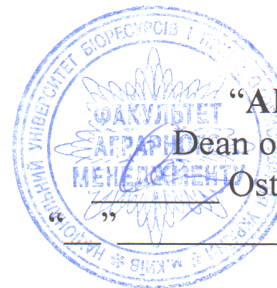



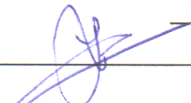
**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES  
OF UKRAINE**

Department of production and investment management



**“APPROVED”**  
Dean of the Faculty  
Ostapchuk A.D.  
2022

**“ENDORSED”**  
by the department's meeting of  
production and investment management  
Record №9 dated on “27” April 2022  
Head of the Department  
  
Dielini M.M.

**”REWIEVED”**  
Guarantor of the academic program  
”Management”  
  
Lutsiak V. V.

*Work program of the academic discipline*

**HUMAN RESOURCES MANAGEMENT**

Specialty: 073 «Management»

Academic program: Management

Faculty of agrarian management

Developer: Orekhivskyi V.G., Ph.D,

Associate professor, department of production and investment management

**1. Course description:** Management and administration: HUMAN RESOURCES MANAGEMENT

<b>Field of knowledge, specialty, educational program, educational degree</b>		
Academic degree	<i>Bachelor</i>	
Specialty	<i>073 Management</i>	
Academic program	<i>Management</i>	
<b>Characteristics of the discipline</b>		
View	Required	
Total hours	90	
Number of ECTS credits	3	
Number of content modules	2	
Course project (work)	-	
Form of control	exam	
<b>Indicators of academic discipline for full-time and part-time study</b>		
	full-time study	part-time of study
Year of preparation	3	
Semester	6	
Lectures	15	
Practical, seminar classes	30	
Laboratory classes	-	
Individual work	60	
Individual tasks	-	
Number of weekly classroom hours for full-time study	<i>4 hours</i>	

**2. Purpose, tasks and competencies of the discipline**

**Purpose:** Formation of team management skills, skills in the development and implementation of personnel policy, ensuring the purposeful use of personnel of the organization, understanding the basics of legal support for personnel management. Consideration of modern theories of personnel management and the evolution of human resource management functions. In particular, the issues of quality staff, their professional development and training are studied; business career management, evaluation and certification of personnel, progressive methods of work rationalization, modern theories of motivation, selection and placement of personnel.

**Objectives:** Consideration of modern theories of personnel management and the evolution of human resource management functions under the influence of scientific and technological progress; staff formation, professional development and training; personnel records management; personnel management and his business career, taking into account the quality of staff, assessment and certification of personnel, sociological types of people, progressive methods of work rationalization and activation of the human factor. The course "Personnel Management" belongs to the final cycle of disciplines and forms the profile of the future specialist, equipping him with the basics of theory and methodology of human resources management in a market economy.

Since the course "Personnel Management" is based on the scientific principles of economic theory, knowledge of business economics, sociology of labor, basics of management, etc., it is advisable to read in senior courses, ie after students master the knowledge of basic disciplines.

As a result of studying the discipline the student should **know**:

- principles of building an effective personnel management system;
- principles and criteria for successful human resource management in modern organizations;
- basic functions and methods of personnel management;
- the essence of strategic and operational human resource management;
- practice of work on human resources management of personnel divisions of modern domestic and foreign enterprises.

Upon completion of the course student should **be able to**:

- understand and be able to apply the basic provisions of the legislation of Ukraine on the regulation of labor relations between staff and employers in the labor market;
- draw up the main documents governing the activities of employees;
- to analyze the quality of the organization's staff;
- apply different methods of planning the company's HR needs;
- to use in accordance with the situation methods of selection of personnel for vacant positions, to analyze the issues may arise;
- to conduct periodic evaluation of personnel in the organization;
- plan professional training of staff and promote staff development

### **Acquisition of competencies:**

#### ***General competencies:***

GQ 5. Knowledge and understanding of the subject area and understanding of professional activity

GQ 11. Ability to adapt and act in a new situation

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

#### ***Special competencies:***

- SQ 5. Ability to manage the organization and its departments through implementation of management functions,
- SQ 6. The ability to act socially responsibly and consciously.
- SQ 7. Ability to choose and use modern management tools.
- SQ 8. Ability to plan the organization and skills in time-management.
- SQ 9. Ability to work in a team and debug interpersonal interaction in solving professional tasks.
- SQ 10. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization
- SQ 11. Ability to create and organize effective communications in the management process
- SQ 12. Ability to analyze and structure problems of organizations, to form decent decisions.
- SQ 14. Understand the principles of psychology and use them in professional activities.
- SQ 15. Ability to form and demonstrate leadership qualities and behavioral skills.

### **3. Program and Structure of the discipline**

full-time full-time study

#### Module 1. Organizational Behavior and Human Resources

Topic 1. Introduction and Course Overview

Topic 2. HR Management and Company Strategy

Topic 3. Global Organizational Behavior

Topic 4. Labor market, Recruiting, Interviewing and Selection

Topic 5. Human Resource Planning

#### Module 2. Engaging of Human Resources and Organizational Citizenship

Topic 6. HR Motivation and Compensation

Topic 7. Training and Development

Topic 8. Group and Team Effectiveness

Topic 9. HR Performance Management



#### 4. Topics of seminars

Not provided for in the curriculum

#### 5. Topics of practical classes

No s / n	Name topics	Number hours
1	HRM and correlation with other sciences	2
2	HR strategic management	4
3	Globalization and its influence on HR management	2
4	Labormarket 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 contempory HR performance practices	4

#### 6. Topics of laboratory classes

Not provided for in the curriculum

#### 7. Test questions to determine the level of knowledge of students

1. Basic concepts of personnel management: organization, personnel, HR management, personnel policy, personnel administration.
2. Staff structure. Linear and functional managers.
3. Stages of formation of the concept of human resources management.
4. Basic methodological approaches to the management of the organization and its staff.
5. Strategic and systematic approaches to personnel management.
6. Goals and objectives of personnel management of the organization.
7. Functions and principles of personnel management of the organization.
8. Organization policy and goals. Personnel management.
9. Areas of personnel planning and activities.
10. The main stages personnel planning.
11. Factors influencing and determining the demand for human resources.  
Characteristics of demand for personnel.
12. Human resource supply forecasting.
13. Directions and types of staff marketing.
14. Career planning: factors of career growth, career concepts, factors of deviations in the career process.
15. Equal Opportunities Theory.
16. Selection, professional selection, personnel selection. Job selection.
17. Basic sources and methods of hiring and selection
18. Selection criteria, programs and methods.

19. Evaluation of staff and their activities, job evaluation.
20. Criteria and methods of personnel evaluation.
21. Management of staff performance
22. Effective division of responsibilities. Delegation of authority as a factor in staff development.
23. Delegation of authority in terms of staff appraisal and job appraisal.
24. Problems and errors in the delegation of authority.
25. Motivation of staff: definitions, methods, approaches.
26. Motivation as a constant and variable factor.
27. Daily practice of motivation.
28. Ways of motivation.
29. Control of personnel activities: definitions, types, methods.
30. Positive and progressive control.
31. Behavioral patterns of leaders and types of leaders.
32. Discover the relationship of personnel management with other sciences.
33. Name the subject, purpose, objectives of the discipline "Personnel Management".
34. Define the essence, purpose and objectives of personnel management in market conditions.
35. Discover the essence of the concepts: "personnel management", "labor resources", "labor collective", "personnel", "human resources"
36. Explain the content of the enterprise HR management system.
37. Describe the evolution of conceptual approaches in personnel management.
38. Name and describe the trends that are characteristic of the current stage of development of personnel management.

### **Tests set (sample)**

#### **Question 1:**

What expectations do you have from the organization in which you would be working?  
List of issues related to company engagement and opportunities for personal development.

#### **Question 2.**

Provide analysis of the major components of Corporate Social Responsibility

#### **Question 3.**

Describe HR Training vs. HR Development (comparative evaluation)

#### **Question 4.**

Provide the basic formula of Equity Theory and explain its consequences

#### **Question 5.**

What Makes Human Capital a Source of Competitive Advantage?



**Question 6.**

The student believes that increased effort to study on his part will in fact lead to an increase in his grades, but he also thinks that the University will not recognize and reward him for his increased level of performance. As a result, student's motivation to increase his study effort is low. According to expectancy theory, this low level of motivation is due to a problem with:

a) Valence b) Expectancy c) Instrumentality d) Inequity e) Inequality

**Question 7**

Provide comparative description of Individual vs. Social Human Capital and list the components.

**Question 8.**

Training, experience, judgment, intelligence, relationships and insight are all:

- a. depreciable assets
- b. considered human capital
- c. found on the balance sheet
- d. detailed in the income statement
- e. a) and c)

**Question 9.**

Define the Goals of the Candidate (job applicant) and The Job Interviewer

**Question 10**

Assessment of the HR skills - provide the right combination

**8. Teaching methods**

Combination of lectures and practical classes according to the schedule. Development of presentations and graphic data for better learning materials. In particular, the use of materials from the University of Ohio (USA), obtained during the Faculty Exchange Program (FEP 2014-2020, USDA). Conducting business games and case studies. Providing information from own practical experience regarding HR management practice in Ukraine and abroad. Analysis of current legislation of Ukraine and its impact on the features of HR management in the agricultural sector.

Analysis of current legislation of Ukraine on the regulation of relations between the parties to the labor process. Additionally, independent processing of individual tasks. Involvement of HR practitioners managers for guest lectures.

**9. Forms of control**

Criteria for assessing the implementation of educational tasks is one of the main ways to test the knowledge, skills and abilities of students in the discipline "HR management". When evaluating tasks, the completeness and correctness of their

performance should be taken as a basis. The following skills and abilities of students should be taken into account:

- differentiate, integrate and unify the acquired knowledge;
- to present the material logically and consistently;
- use additional literature.

It is planned to hold two intermediate forms of monitoring student performance, after completing the topics on content modules 1 and 2. Final test (exam) at the end of the semester.

## 10. Distribution of points received by students

Assessment of student knowledge is on a 100-point scale, to be translated into national system in accordance with Table 1 "Regulations on examinations and tests in NULES of Ukraine" (Order dd. 27.12.2019 № 1371)

Students ratio, points	National evaluation	
	Exams	offsets
90-100	Excellent	90-100
74-89	Good	74-89
60-73	Satisfactory	60-73
0-59	Non-satisfactory	0-59

To determine the rating of the student (listener) for mastering the discipline  $R_{\text{ДИС}}$  (up to 100 points), the ratio obtained for attestation (up to 30 points) to be added to the rating of the student for educational work  $R_{\text{НР}}$  (up to 70 points):  $R_{\text{ДИС}} = R_{\text{НР}} + R_{\text{АТ}}$ .

Students who have successfully completed the discipline, fulfilling all the requirements of the working curriculum, are awarded ECTS credits for the discipline working curriculum. ECTS credits are recorded in the journal of rating assessment of student knowledge.

## 11. Methodical support

Educational and methodical complex of studying the discipline (work program, syllabus, illustrative materials). Lectures are presented in the form of presentations, based on their own developments, as well as research materials from universities in the EU and the United States. Methodical instructions for the discipline, textbook: Orekhivskyi V.G., Balanovska T.I. Human Resources Management. Textbook. Kyiv: NPE Yamchynskyi O.V., 2020. 173 p.

## 12. Literature

Basic:

1. Orekhivskyi V., Balanovska T. Human Resources Management. Textbook. Kyiv: NPE Yamchynskyi O.V., 2020. 173 p.

2. Robert L. Mathis, John H. Jackson, Sean R. Valentine, Patricia Meglich. Human Resource Management 15th Edition. 2017, ISBN-13: 978-1305500709
3. Raymond A. Noe, John R. Hollenbeck, Hardcover: Human Resource Management: Gaining A Competitive Advantage.: Irwin/McGraw-Hill, 2016. 568 p.
4. Gary Dessler: Human Resource Management (9th Edition): Prentice Hall, 2017. 598 p.
5. Buller, P. F. and McEvoy, G. M. (2012) Strategy, Human Resource Management and Performance: Sharpening Line of Sight. Human Resource Management Review 22, 2016: 43-56.
6. Виноградський М. Д., Виноградська А.М., Шканов О.М. Управління персоналом: навч. посіб. 2-ге вид. К.: ЦУЛ, 2009. 500 с.
7. Крушельницька О. В., Мельничук Д.П. Управління персоналом : навч. посіб. К. : Кондор, 2003. 296 с.
8. Мескон М., Альберт М., Хедоури Ф. Основы менеджмента. М.: Дело, 1995.
9. Михайлова, Л. І. Управління персоналом : навч. посіб. К. : ЦНЛ, 2007. 296 с.
10. Основы менеджмента: учеб. пособие для студ. вуз. Под ред. В. С. Верлоки. Харьков: Инжек, 2004. 351 с.
11. Палеха Ю. І. Документаційне забезпечення управління. К.: МАУП, 2007.
12. Савельєва В. С., Єськов О.Л. Управління персоналом: навч. посіб. М-во освіти і науки України. К.: Професіонал, 2005. 336 с.
13. Управління персоналом: навч. посіб. М. Д. Виноградський, С. В. Беляєва, А. М. Виноградська, О. М. Шканова ; М-во освіти і науки України, Київ. економ. ін-т менеджменту «Екомен». К. : ЦНЛ, 2006. 504 с.
14. Хміль, Ф. І. Управління персоналом: підручник. К.: Академвидав, 2006. 488 с.
15. Щёкин Г. В. Теория и практика управления персоналом. К.: МАУП, 2008.

### **13. Information resources**

Labor Code of Ukraine: <http://zakon2.rada.gov.ua/laws/show/322-08>

### **14. Methodical instructions and tasks for part-time students**

Methodic and tasks for non-stationary students (if planned)