


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

Department of Management named after prof. J. S. Zavadskyi

«CONFIRMED»

Dean of the Faculty of Agrarian
Management
Anatolii OSTAPCHUK
«30» August 2024



«APPROVED»

at the meeting of the Department of
Management named after
Prof. J. S. Zavadskyi
Minutes № 2, «28» August 2024
Head of the Department
Tetiana BALANOVSKA

«REVIEWED»

Program Coordinator
Vira BUTENKO

**PROGRAM OF THE COURSE
«HUMAN RESOURCES MANAGEMENT»**

Field of Study 07 Management and Administration
Specialty 073 Management
Academic Programme «Management»
Faculty Agricultural Management

Lecturers: Krystyna Dramaretska, PhD in Economics, Associate Professor,
Associate Professor of the Department of Management named
after Professor J. S. Zavadskyi;
Viktoriia Holik, Assistant of the Department of Management
named after Professor J. S. Zavadskyi

Description of the Course «Human Resources Management»

Academic Degree, Field of Study, Specialty, Academic Program		
Academic Degree	Bachelor	
Field of Study	07 Management and Administration	
Specialty	073 Management	
Academic Program	Management	
Characteristics of the discipline		
Type	Core	
Total number of hours	120	
Number of ECTS credits	4	
Number of content modules	2	
Term paper/Project paper	-	
Form of assessment	exam	
Indicators of the course for full-time and part-time forms of study		
	Full-time	Part-time
Year of study	2	-
Semester	3	-
Lecture classes	<i>30 hours</i>	-
Seminars	<i>30 hours</i>	-
Laboratory	-	-
Self-study	<i>60 hours</i>	-
Hours per week (full-time program)	<i>4 hours</i>	-

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

The **purpose** of the course "Human Resources Management" is to form modern managerial thinking and a system of theoretical knowledge and practical skills for implementing human resources management in future specialists.

The **tasks** of the course "Human Resources Management" – theoretical and practical training of students of higher education on issues of personnel policy formation and the organization's personnel management system; application of modern approaches to determining the need for personnel, organization of recruitment and selection of employees for positions and formation of a successful team; evaluation and professional development of employees, targeted use of their potential.

Acquisition of competences:

Integrative competency (IC): the ability to solve complex specialized problems and practical problems that are characterized by complexity and uncertainty of conditions, in the field of management or in the process training involving the application of theories and methods social and behavioral sciences.

General competences (GC):

GC 4. Ability to apply knowledge in practical situations.

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

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

GC 9. Ability to learn and master modern knowledge.

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

GC 13. Valuing and respecting diversity and multiculturalism.

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

Special (professional, subject) competences (SC):

SC 4. The ability to determine the functional areas of the organization and the connections between them.

SC 5. The ability to manage the organization and its divisions through the implementation of management functions.

SC 6. The ability to act socially responsibly and consciously.

SC 7. Ability to choose and use modern management tools.

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, to provide quality and motivate the organisation's staff.

SC 11. Ability to create and organise effective communications in the management process.

SC 13. Understand the principles and norms of law and use them in professional activity.

SC 14. Understand the principles of psychology and use them in professional activity

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

Program learning outcomes (PLO):

PLO 3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PLO 4. Demonstrate skills in identifying problems and substantiating managerial solutions.

PLO 8. Apply management methods to ensure the effectiveness of activities organizations.

PLO 9. Demonstrate interaction, leadership and teamwork skills.

PLO 10. Have the skills to justify effective tools for motivating the organisation's staff.

PLO 11. Demonstrate skills of situation analysis and communication in various areas of the organisation's activities.

PLO 12. Assess the legal, social and economic consequences of the organization's functioning.

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

PLO 15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturality.

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, being critical and self-critical.

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

PLO 18. Demonstrate the ability to identify prospects for the development of the enterprise, develop projects, organize management of business processes based on analysis market opportunities and international business environment.

2. Programme and structure of the course "Human Resources Management"

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

3. Topics of seminar (practical, laboratory) classes

№ з/п	Topic title	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	3
5	Organization of selection and recruitment of human resources	5
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	2
10	Management of human resources development	2
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. Self-study work topics

№ з/п	Topic title	Hours
1	Human resources management in organization management system	5
2	Human resource management as a social system	5
3	Human resources policy and strategy of the organization's personnel management	5
4	Planning for human resources in organizations	4
5	Organization of selection and recruitment of human resources	6
6	Organization of activities and functions of personnel services	5
7	Formation of organizational staff	4
8	Cohesion and social development of the team	5
9	Evaluation of human resources	5
10	Management of human resources development	4
11	Management of the process of human resources release	4
12	Social partnership in the organization	4
13	Human resources management efficiency	4
	Total	60

5. Diagnostic tools for learning outcomes:

- exam;
- module tests;
- defense of practical works.

6. Methods of teaching:

- verbal method (lecture, discussion, interview, etc.);
- practical method (practical classes);
- visual method (illustration, demonstration);
- processing learning resources (note-taking, summarising, reviewing, writing an abstract);
- video method (remote, multimedia, web-oriented, etc.);
- self-study (completing assignments);
- individual research work.

7. Assessment methods:

- exam;
- oral or written assessment;
- module tests;
- presentations at academic events

8. Distribution of grades received by students

The assessment of students' knowledge and skills is conducted by means of a 100-point scale and is converted into national grades according to Table 1 of the current *Exam and Credit Regulations at NULES of Ukraine*.

Student's rating, points	National grading of exams and credits	
	exams	credits
90-100	excellent	pass
74-89	good	
60-73	satisfactory	
0-59	unsatisfactory	fail

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): $R_{dis} = R_{aw} + R_{ex}$.

9. Educational and methodological support

1. This work program of academic discipline, a summary of lectures, plans of seminars and practical classes, tasks for independent work, express control, tasks for final control, Elearn course by URL: <https://elearn.nubip.edu.ua/course/view.php?id=4062>

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

3. 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.

4. Гавриш О. М., Драмарецька К. П., Добрівська М. В., Аксентюк М. М., Восколупов В. В., Голік В. В. Лідерство: навчальний посібник для здобувачів першого (бакалаврського) рівня вищої освіти спеціальності 073 «Менеджмент». Київ: ЦП «КОМПРИНТ», 2023. 515 с.

5. Balanovska T., Orekhivskiy V. Human Resources Management. Textbook. Kyiv: NPE Yanchynskiy O.V., 2020. 173 p.

6. Navrysh O., Dramaretska K. Leadership: textbook for students of higher education of the first (bachelor) level of specialty 073 «Management». Kyiv: TsP «Compynt», 2022. 458 p.

10. Recommended sources of information

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

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

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

4. 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.

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

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

7. 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.

8. Joan E. Pynes. Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach. Textbook. Wiley. John Wiley & Sons, LTD. Essential Texts for Nonprofit and Public Leadership and Management. 2023. 528 p.