



## COURSE SYLLABUS «HUMAN RESOURCES MANAGEMENT»

**Academic degree - Bachelor**  
**Specialty: 073 Management**  
**Academic programme: «Management»**  
**Year of study: 2, semester: 3**  
**Form of study: full-time**  
**Number of ECTS credits: 4**  
**Language of instruction: English**

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**Lecturer of the course**

**Krystyna Dramaretska**, PhD in Economics, Associate Professor,  
Associate Professor of the Department of Management named after  
Professor J. S. Zavadskyi

**Lecturer's contact  
information (e-mail)**

[dramaretska.c.p@nubip.edu.ua](mailto:dramaretska.c.p@nubip.edu.ua)

**Course page on eLearn**

<https://elearn.nubip.edu.ua/course/view.php?id=4062>

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### ACADEMIC DISCIPLINE DESCRIPTION

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.

**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 of the academic discipline:**

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.

**COURSE STRUCTURE**

<b>Topic</b>	<b>Hours</b> (lectures/ practical classes)	<b>Learning outcomes</b>	<b>Tasks</b>	<b>Assessment</b>
<b>3 semester</b>				
<b>Module 1. The organization's human resources management system</b>				
<b>Topic 1.</b> Human resources management in organization management system.	<b>2/2</b>	Understand the place and importance of personnel management in the management system of organizations. Know the basic concepts and categories of personnel management; principles and methods of personnel management; sources of personnel recruitment into the organization and choosing from them the most economically expedient; methods of finding and attracting candidates for vacant positions; peculiarities of activities and functions of personnel services; Be able to form personnel policy and personnel management strategy of the organization; carry out	Preparation of reports, presentations for seminar classes. Performance of a practical task, independent work in elearn.	<b>10</b>
<b>Topic 2.</b> Human resource management as a social system.	<b>2/2</b>			<b>10</b>
<b>Topic 3.</b> Human resources policy and strategy of the organization's personnel management.	<b>2/2</b>			<b>10</b>
<b>Topic 4.</b> Planning for human resources in organizations.	<b>2/3</b>			<b>10</b>
<b>Topic 5.</b> Organization of selection and recruitment of human resources.	<b>4/5</b>			<b>15</b>

<b>Topic 6.</b> Organization of activities and functions of personnel services.	2/2	planning of the organization's human resources; to organize recruitment and selection of employees for positions; compile and analyze the resume of a candidate for a vacant position; conduct interviews with candidates for vacant positions in the organization.		15
<b>Module test 1</b>				30
<b>Total for the module 1</b>				100
<b>Module 2. Effective human resources management of the organization</b>				
<b>Topic 7.</b> Formation of organizational staff.	2/2	To understand the importance of a positive social and psychological climate in the team and the need to form a successful team. Know the technologies for developing organizational, technical and methodical support for personnel evaluation; peculiarities of employee attestation; the essence of professional development and methods of professional training of employees; peculiarities of the process of career planning and development and work with the personnel reserve. Be able to make a significant contribution to the harmonization of human relations and the formation of a successful team; carry out evaluations of the organization's personnel; draw up and implement a plan of measures for the development of the organization's personnel; determine the effectiveness of personnel management.	Preparation of reports, presentations for seminar classes. Performance of a practical task, independent work in elearn	10
<b>Topic 8.</b> Cohesion and social development of the team.	2/2			10
<b>Topic 9.</b> Evaluation of human resources.	3/2			10
<b>Topic 10.</b> Management of human resources development.	3/2			10
<b>Topic 11.</b> Management of the process of human resources release.	2/2			10
<b>Topic 12.</b> Social partnership in the organization.	2/2			10
<b>Topic 13.</b> Human resources management efficiency.	2/2			10
<b>Module test 2</b>				
<b>Total for the module 2</b>				100
<b>Total for educational work</b>				70
<b>Exam</b>				30
<b>Total for the course</b>				100

## ASSESSMENT POLICY

<b>Policy regarding deadlines and resits:</b>	Assignments submitted after the deadline without valid reasons will be graded lower. Resitting of modules will be allowed with the permission from the lecturer and in the presence of valid reasons (e.g. medical reasons).
<b>Academic honesty policy:</b>	Cheating during tests and exams is strictly prohibited (including the use of mobile devices). Coursework and research papers must contain correct citations for all sources used.
<b>Attendance policy:</b>	Class attendance is mandatory. In case of objective reasons (such as illness or international internships), individual learning may be allowed (in online format by the approval of the dean of the faculty).

## SCALE OF ASSESSMENT OF STUDENT KNOWLEDGE

Student's rating, points	National grading of exams
90-100	excellent
74-89	good
60-73	satisfactorily
0-59	unsatisfactory

## RECOMMENDED SOURCES OF INFORMATION

1. 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.

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., 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. 371с.

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

6. 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.

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

8. 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 «ЛІНО», 2022. 612 с.

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

10. 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.

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

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

13. 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.