

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

HR-management

робоча програма навчальної дисципліни

Галузь знань	усі
Спеціальність	усі
Освітній рівень	перший (бакалаврський)
Освітня програма	усі

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Завідувач кафедри *соціальної економіки*  Галина НАЗАРОВА

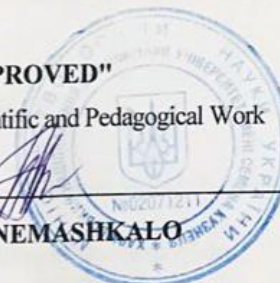
Харків
2021

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

"APPROVED"

Vice-Rector on Scientific and Pedagogical Work


Karina NEMASHKALO



HR-management

work program of the discipline

Branch of knowledge **all**
Specialty **all**
Educational level **the first (bachelor)**
Educational program **all**

Status of discipline **selective**
Language of teaching, learning and assessment **English**

Head of the Department
Social economy



Galyna NAZAROVA

Kharkiv
2021

APPROVED

on the session of the Social Economy Department
Protocol № 4 from 25.10.2021

Developer:

Stepanova Eka Raminivna, PhD, associate professor of the Social Economy Department

**Letter of renewal and approval of the
discipline work program**

Academic year	Date of the Department session – department of work program developer	Protocol number	Signature of the head of the department

Introduction

Abstract of a discipline: In order to remain competitive in today's transformational environment, enterprises and organizations need to address one of the most prioritized and strategically oriented problems, namely weak HR-management. The main prerequisites for change are aging and under-updating of work potential, reducing the level of hiring and staffing, and overestimating the requirements for candidates for vacant positions. In order to minimize the negative effects of the external economic environment and make the enterprise more efficient, considerable attention should be paid to all aspects of HR-management, which are the core of this discipline.

The purpose of the course: formation of professional competencies in human resources management at micro, meso and macro levels; mastery of modern techniques of people management; getting a holistic view of HR-management; mastery of recruiting skills, career planning; acquisition of skills for conducting business trainings and mastering the features of their evaluation.

Course	3
Semester	2
Number of credits ECTS	5
Form of final control	credit

Structural and logical scheme of the discipline

Prerequisites	Postrequisites
International Economics	Creative Economics and Management
Political economy	Personnel accounting and analysis
Microeconomics	Global economy
Macroeconomics	Strategic management
Labor economy	
Social economy and politics	
Personnel management	

Competencies and learning outcomes of the discipline

Competencies	Learning outcomes
Ability to apply knowledge in practical situations	Use professional reasoning to convey information, ideas, problems and ways to solve them to specialists and non-specialists in the field economic activity.
Interpersonal skills	
Ability to adapt and act in a new situation	Apply the acquired theoretical knowledge to solve practical problems and interpret the results meaningfully.
Ability to make informed decisions.	
Ability to use regulations and legal acts, regulating professional activities	Use regulations and legal acts professional activity.
Ability to determine socio-economic efficiency labor organization, regulation of social and labor processes and the labor market, human development, micro-, meso- and macroeconomic levels.	Use knowledge of the organization and economics of labor, ensuring human development, labor market regulation, formation and development of labor potential in the management of the social and labor sphere at the

	micro, meso and macroeconomic levels.
Ability to use knowledge, skills and practical skills in the field of labor economics and social and labor relations, rationing and organization of labor to improve efficiency of personnel management of the enterprise	Be able to analyze the processes of state and market regulation socio-economic and labor relations.
Ability to use modern information technologies for the analysis of labor indicators, the implementation of the best HR practices and improving management efficiency staff	Demonstrate skills in the use of information technology for the implementation of innovative HR-practices, the formation of analytical support for personnel management to improve its efficiency and rationalization of labor processes

The discipline program

Content module 1. Managing the Internal and External Environment

Topic 1. Human Resource Management: Definitions and Main Functions

1.1. *Meaning of Human Resources.* The origin of the term "HR", a historical overview of aspects of its formation. Definitions of employees and staff. Areas of use of HR management.

1.2. *Human Resources Functions.* The basic HR-functions are defined; their detailed characteristics are presented.

1.3. *The Role of HR Department.* The role and mission of the HR department. Standard composition of HR-service in the enterprise.

Topic 2. The Analysis and Design of Work

2.1. *Job analysis.* The essence of the analysis. Purpose and basic aspects of work. Main approaches to the analysis of work with personnel. Types of HR analysis.

2.2. *Job design.* The essence of design. Basic methods of designing personnel. Advantages and motivational aspects of design.

Topic 3. Human Resource Planning and Recruitment

3.1. *HR planning process.* The essence of planning. The relationship of the main categories of personnel with their strategic needs, which should be considered when planning. Structure of the HR planning process. The main stages of planning.

3.2. *Factors that influence job choice.* The factors for each level of the job search process are identified. Individual characteristics of job seekers.

3.3. *The role of HR recruitment.* The purpose of recruiting. Types of recruiting, their advantages and disadvantages. Hiring tools. Sources of recruiting. The most common problems are hiring workers.

Topic 4. Selection and Placement

4.1. *Personnel selection.* The essence of personnel selection. Its purpose and procedure. The importance and urgency of an efficient and effective selection process.

4.2. *Selection methods.* Interview types, personal tests, biographical data, cognitive tests, business cases, psychological tests, self-esteem, assessment centers.

4.3. *Employee placement.* The essence of frame placement. Basic information provided during the placement. Principles of placement. The most common problems encountered in the staffing process.

Topic 5. Training and Development

5.1. *Types of training programs.* The essence and needs of training. Types of training programs. Basic elements of training. Learning outcomes.

5.2. *Training and development methods.* Comparison of methods of development and training of staff with indication of the role of the coach.

5.3. *Evaluation of training.* The essence of evaluation. Subjects of the evaluation process. Criteria for evaluating learning outcomes. Types of evaluation.

5.4. *Activities of employee development.* Factors affecting the speed and efficiency of staff development activities. List of activities, their essence.

Topic 6. Performance Management

6.1. *Nature and purposes of PM.* Interpretation of the term "performance management" or "PM". Main goals of personnel performance management.

6.2. *Performance measures criteria.* List of criteria for measuring performance and determining their nature.

6.3. *Approaches to measuring performance.* Various approaches to measuring performance. Comparative characteristics of some of them.

6.4. *Performance feedback.* Ways to improve performance in terms of staff.

Content module 2.

Acquiring, Developing and Compensating Human Resources

Topic 7. Employee Relations

7.1. *Essence of employee relations.* The basic terminology used in interpreting the essence of the concept of "employment relations".

7.2. *Essence of employee relations.* Basic staff safety programs. Rights guaranteed to workers in the framework of labor protection. Occupational accident protection. Staff health programs. Medical Insurance.

7.3. *Employee working conditions.* Discipline and dismissal of employees. Flexible work schedule. Part time. Social packages and standards.

Topic 8. Employee Separation and Retention

8.1. *Employee separation.* Principles of outplacement. Regulation of discipline. Staff loyalty development. Employee support programs. Basics of outplacement.

8.2. *Managing turnover.* Management of voluntary and involuntary staff turnover.

8.3. *Job withdrawal.* The process of charging fines. Behavioral aspect. Psychological aspect.

8.4. *Job Satisfaction.* The process of accruing rewards. Monitoring rewards accruals.

Topic 9. Leadership

9.1. *Definition of leadership.* Leadership models. The qualities of a true leader. Leadership styles. Leadership and management.

9.2. *Visions, goals and strategies.* The mission of the company, manager, individual employee. Strategic goals. Strategies. Success criteria. Evaluation of results. Getting feedback.

9.3. *Time management as a function of leadership.* The essence of time management. Principles of managing your own time.

9.4. *Creative thinking.* Basic creative techniques. Tips for managers on how to think creatively.

9.5. *Delegation.* Features of delegation. Delegation destinations.

Topic 10. Career Management

10.1. *Career concept.* The essence of a career. Career development model. Career stages.

10.2. *Career planning systems.* System components. The role of employees, managers and company in the career planning process.

10.3. *Career development issues.* Socialization and orientation. Dual Career. Combining work and family. Loss of work. Retirement.

Topic 11. Pay Structure Decisions and Individual Contributions

11.1. Legal Requirements for Pay. Equal employment opportunities. Child labor. Discrimination. Minimum wage. Overtime pay.

11.2. Economic Influences on Pay. Market for goods and services. Labor market. Market price for labor.

11.3. Job and Pay Structure. Salary rates. Grady. Ranks.

11.4. Individual compensation programs. Comparison of the most popular individual compensation systems.

Topic 12. Employee benefits

12.1. The role of employee benefits. The essence of stimulation.

12.2. Benefits programs. Social Insurance. Medical Insurance. Group insurance. Pension insurance. Unemployment insurance. Material compensation.

12.3. Managing benefits: employer objectives and strategies. Research. Cost estimation. The nature of the workforce. Communication with employees. Incentive plans.

12.4. Main aspects of employee incentives. Key issues that arise during incentive activities.

Topic 13. Strategic Human Resource Management

13.1. Essence of Strategic Management. The essence and main stages of strategic management.

13.2. Strategy Formulation. Developing missions, visions, goals and perspectives for staff or company development.

13.3. Strategy Implementation. The strategy implementation algorithm.

13.4. Hierarchy of strategy. Building strategic support at all organizational levels of the enterprise.

13.5. HR Strategic Management models. Models of HR-management and means of control over their implementation.

The list of practical lessons, as well as questions and tasks for independent work is given in the table «Rating-plan of the discipline».

Methods of teaching and learning

During the study of the discipline such teaching methods are used, aimed at activating and stimulating educational and cognitive activities of higher education students, such as: problem lectures, discussions, presentations, work in small groups, business games, mini-lectures, test methods, individual research work while performing a creative task.

During the study of topic 1 in the practical lesson, a test method is used to determine personal values and their impact on building a career of HR-manager. During the mastering of topic 2 students take a test to determine the types of thinking and to assess their own level of creativity. While studying topic 3, students solve problems to determine the main indicators of personnel planning and have mini lecture dedicated to the problematic of youth employment. In the seminar on topic 4, students considered issues related to the types and kinds of interviews and the peculiarities of their passage. While studying the topic, 5 students are offered to solve practical tasks on the topic "Staff training and development". Mastering topic 6, students listen to a mini-lecture on the principles of performance management and try to develop their own key performance indicators.

The seminar on topic 7 is devoted to the topic of favorable socio-psychological climate in the team. In a practical lesson on topic 8, students solve practical tasks related to the release of staff. Seminar on topic 9 and a short business game are devoted to the topics of leadership, time management and methods of setting their own goals. While studying the topic, 10 students were offered a seminar and further work in small groups to determine the main levers in their careers. Mastering the topic, 11 students calculate the payroll and evaluate the system of staff remuneration. As part of the study of the topic, 12 students make presentations at a seminar on "Employee benefits" and participate in discussions of situational issues regarding the prospects of increasing wages.

Procedure for evaluating learning outcomes

Assessment of learning outcomes in the discipline «Psychology» is based on the cumulative (100-point) assessment system.

Evaluation is carried out by the following types of control:

current control that takes place during the semester during lectures, practical classes and is assessed by the amount of points scored (maximum amount - 100 points; minimum amount that allows students to get credit - 60 points);

final / semester control, which is conducted in the form of a test. The test is set as the total amount of points earned on the results of the current control. Submission of the final evaluation is carried out on the scale given in table.

Current control includes evaluation of students' work during:

practical and seminar classes:

student performance of practical tasks, preparation for seminars, student participation in discussions, debates. Each practical task is evaluated according to the work plan (technological map) in 3 points. The maximum score is given in the presence of reasonable conclusions and timely delivery of the task. Total number of points 42;

total number of scores for student's reports are 12;

current control work, the maximum is estimated at 10 points. It is performed in the PES and contains questions of different levels of complexity in accordance with the topics of the content module. Total number of points 20;

independent work:

presentation of student's start-up. Students have to present their work in the format of a presentation and prove that their development is important and competitive for today's market of goods and services. The maximum score for the start-up is 10 points.

Final control of knowledge and competencies of students in the discipline is carried out on the basis of summation of grades for all types of control that took place during the semester.

A student should be considered certified if the sum of points obtained from the final / semester performance test is equal to or exceeds 60. The minimum number of points for current and modular control (and therefore credit) during the semester - 60 and the maximum possible number of points - 100.

The final grade in the discipline is calculated taking into account the points obtained during the current control of the accumulative system. The total result in points for the semester is: "60 or more points - credited", "59 or less points - not credited" and is entered in the test "Statement of performance" of the discipline.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Grading scale: national and ECTS

Sum of points for all kinds of educational activity	Grade ECTS	Grade on national scale	
		for exam, course project (work), practice	for credit
90 – 100	A	Excellent	Accepted
82 – 89	B	Well	
74 – 81	C		
64 – 73	D		
60 – 63	E	Satisfactorily	Not Accepted
35 – 59	FX	Unsatisfactorily	
1 – 34	F		

Forms of assessment and distribution of points are given in the table "Rating-plan of the discipline".

Rating plan of the discipline

Topic	Forms and types of education		Forms of evaluation	Max point
1	2		3	4
Topic 1. Human resource management: definitions and main functions	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 1.1. The essence of the concept of "human resources (HR)". 1.2. Basic HR functions. 1.3. The role of HR-department in the enterprise	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Create your own HR-department model (as an example of an imaginary company) with a subsequent presentation.	Active work in the class	3
	<i>Individual work</i>			
Preparation for classes	Search, selection and review of literary sources on a given theme. Preparation of materials for linear and functional managers and their role in HR-management	Homework check		
Topic 2. The analysis and design of work	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 2.1. Analysis of work with personnel 2.2. Designing work with personnel	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Analytical Ability Test. Building a business plan for your own company. Developing your own startup - with business description, its target market and SWOT analysis	Active work in the class	3
	<i>Individual work</i>			
Preparation for classes	Search, selection and review of literary sources on a given topic "Personnel policy and human resources management"	Homework check		
Topic 3. Human resource planning and recruitment	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 3.1. HR planning process 3.2. Factors influencing the choice of work 3.3. The essence and role of recruitment	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Practice tasks to develop analytical and calculation skills: task Welfare, task Acoustics	Active work in the class	3
	<i>Individual work</i>			
Preparation for classes	Review of advantages and disadvantages of different recruitment systems.	Homework check		
Topic 4. Selection and Placement	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 4.1. Personnel selection 4.2. Methods of personnel selection 4.3. Placement of personnel	Tasks to check the level of knowledge acquisition on lecture's topic	2
	Practice	Seminar lesson on the topic "Selection and placement", Business game "Job interview"	Active work in the class	6
			Report	3
	<i>Individual work</i>			
Preparation for classes	Preparation for business game: complete lists of question for recruiters and job applicants	Homework check		
Topic 4. Selection and Placement	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 4.1. Personnel selection 4.2. Methods of personnel selection 4.3. Placement of personnel	Tasks to check the level of knowledge acquisition on lecture's topic	2

	Practice	Seminar lesson on the topic "Selection and placement", Business game "Job interview"	Active work in the class	6
			Report	3
	Preparation for classes	Preparation for business game: complete lists of question for recruiters and job applicants	Homework check	
Topic 4. Selection and Placement	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 4.1. Personnel selection 4.2. Methods of personnel selection 4.3. Placement of personnel	Tasks to check the level of knowledge acquisition on lecture's topic	2
	Practice	Seminar lesson on the topic "Selection and placement", Business game "Job interview"	Active work in the class	6
			Report	3
	<i>Individual work</i>			
Preparation for classes	Preparation of business game: complete lists of question for recruiters and job applicants	Homework check		
Topic 5. Training and development	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 5.1. Types of training programs 5.2. Methods of staff development and training 5.3. Assessment of learning outcomes 5.4. Personnel development activities	Tasks to check the level of knowledge acquisition on lecture's topic	2
	Practice	Practice tasks to develop analytical and calculation skills: calculation the effect of the training program, determination the average annual contingent of the students, choosing the best payment opinion	Active work in the class	6
	<i>Individual work</i>			
	Preparation for classes	Preparation of materials for the main causes of staff turnover and the way of their solution in Ukraine and abroad	Homework check	
Topic 6. Performance management	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 6.1. The essence and objectives of performance management 6.2. Criteria for measuring staff performance 6.3. Approaches to measuring performance 6.4. Performance management feedback	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Preparation for written control work	Execution of tasks	10
	<i>Individual work</i>			
	Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check	
Topic 7. Favorable working conditions	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 7.1. The essence of labor relations 7.2. Occupational safety and health of workers 7.3. Personnel working conditions	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Seminal lesson on the topic "Favorable working conditions"	Execution of tasks	3
			Report	3

	Individual work			
	Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check	
Topic 7. Favorable working conditions	Auditory work			
	Lecture	Lecture on the following issues: 7.1. The essence of labor relations 7.2. Occupational safety and health of workers 7.3. Personnel working conditions	Tasks to check the level of knowledge acquisition on lecture's topic	1
	Practice	Seminal lesson on the topic "Favorable working conditions"	Execution of tasks	3
			Report	3
	Individual work			
		Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check
Topic 8. Employee separation and retention	Auditory work			
	Lecture	Lecture on the following issues: 8.1. Dismissal of employees 8.2. Staff turnover management 8.3. Penalty system 8.4. Incentive system	Tasks to check the level of knowledge acquisition on lecture's topic	2
	Practice	Practice tasks to develop analytical and calculation skills: turnover rate, reset coefficient, turnover coefficient, the loss of the enterprise from the turnover, personnel stability, coefficient of fluidity	Execution of tasks	6
	Individual work			
		Preparation for classes	Search of literary sources on the theme "Develop a program of activities aimed at outplacement".	Homework check
Topic 9. Leadership	Auditory work			
	Lecture	Lecture on the following issues: 9.1. The essence of leadership 9.2. Vision, goals and strategies of leadership 9.3. Time management as a function of leadership 9.4. Creative thinking 9.5. Delegation of powers	Tasks to check the level of knowledge acquisition on the topic of the lecture	2
	Practice	Seminar lesson, performing quiz: leadership qualities, presenting main leader features on the own examples	Execution of tasks	6
			Report	3
	Individual work			
		Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check
Topic 10. Career management	Auditory work			
	Lecture	Lecture on the following issues: 10.1. Career concept 10.2. Career planning systems 10.3. Key aspects of career development	Tasks to check the level of knowledge acquisition on the topic of the lecture	1
	Practice	Seminar lesson on the topic "Career management"	Execution of tasks	3
			Report	3
	Individual work			
		Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check

Topic 11. Pay structure decisions and individual contributions	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 11.1. Legal bases of remuneration 11.2. Economic impact on wages 11.3. The structure of wages	Tasks to check the level of knowledge acquisition on the topic of the lecture	1
	Practice	Calculation the wage fund of budgetary organizations for the quarter	Execution of tasks	3
	<i>Individual work</i>			
Preparation for classes	Search, selection and review of literary sources on a given topic	Homework check		
Topic 12. Employee benefits Topic 13. Strategic Human Resource management	<i>Auditory work</i>			
	Lecture	Lecture on the following issues: 12.1. The role of employee incentives 12.2. Incentive programs 12.3. Incentive management 12.4. The main aspects of employee incentives 13.1. The essence of strategic management 13.2. Strategy formation 13.3. Strategy implementation 13.4. Hierarchy of strategies 13.5. Strategic HR management models	Tasks to check the level of knowledge acquisition on the topic of the lecture	1
	Practice	Writing a control work	Control work Individual work	10
	<i>Individual work</i>			
Preparation for classes	Presenting start-up	Execution of tasks	10	

Recommended Literature

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