

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

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.



Каріна НЕМАШКАЛО

HR-МЕНЕДЖМЕНТ
робоча програма навчальної дисципліни (РПНД)

Галузь знань **07 «Управління та адміністрування»**
Спеціальність **073 «Менеджмент»**
Освітній рівень **перший (бакалаврський)**
Освітня програма **«Бізнес-адміністрування»**

Статус дисципліни **вибіркова**
Мова викладання, навчання та оцінювання **англійська**

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Тетяна ЛЕПЕЙКО

Гарант програми



Ольга МИРОНОВА

Харків
2023

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

APPROVED
at the meeting of the department
management and business
Protocol № 1 of 25.08.2023

AGREED
Vice-rector for educational and methodical work



Karina NEMASHKALO

**HR-MANAGEMENT
Program of the course**

Field of knowledge **07 "Management and administration"**
Specialty **073 "Management"**
Study cycle **first (bachelor)**
Study programme **"Business administration"**

Course status **elective**
Language **English**

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2023**

INTRODUCTION

"HR-management" is an elective course of the of the first (bachelor's) level of higher education in specialty 073 "Management", study programme "Business administration".

"HR-management" is a complex course that combines economic phenomena and processes; consists of issues of need, adaptation, professional training, evaluation, motivation and release of personnel, and also includes special knowledge reflecting the specifics of the subject area of activity; specific management methods of an economic, administrative and socio-psychological nature.

The purpose of the course "HR-management" is to create an effective personnel management system in the organization; development and analysis of the personnel policy of the organization; design of the personnel management system and regulatory support of the labor team of the personnel service of the enterprise.

The tasks of the course are:

establishment of an effective personnel management system in the organization;
substantiation of conceptual principles and methodological principles of personnel management;

development and analysis of the personnel policy of the organization;

designing a personnel management system and legal support for personnel of the company's personnel service;

management of social development of personnel;

formation of a successful team as a social entity;

use of modern methods of planning and forecasting personnel needs;

organization of recruitment and selection of personnel in the organization;

training and retraining of employees at the stage of personnel development, business and career management service and management of the movement of officials for their development;

staff evaluation and use of results in the motivation system;

assessment of effectiveness and efficiency of management.

The subject of the course is planning, evaluation, staff movement and motivation, organization of service personnel management, and employee management.

The object of the course is the process of personnel management at enterprises.

The learning outcomes and competences formed by the course are given in table 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competences
LO3	GC9, SC3, SC5, SC8, SC15
LO5	SC1
LO6	SC2, SC12

LO8	SC2, SC8
LO9	SC9, SC20
LO10	GC11, SC10, SC15
LO11	SC11, SC20
LO17	SC15, SC9
LO21	SC16, SC20

where, GC 9. Ability to learn and master modern knowledge.

GC11. Ability to adapt and act in a new situation.

SC1. Ability to identify and describe organizational characteristics.

SC2. The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment.

SC3. The ability to determine the prospects of the organization's development.

SC5. The ability to manage the organization and its divisions through the implementation of management functions.

SC8. Ability to plan the activities of the organization and manage time.

SC9. Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC10. The ability to evaluate the work performed, ensure their quality and motivate the organization's personnel.

SC11. Ability to create and organize effective communications in the management process.

SC12. The ability to analyze and structure the problems of the organization, to form reasonable solutions.

SC15. Ability to develop and demonstrate leadership qualities and behavioral skills.

SC16. The ability to apply theoretical-methodical and organizational-economic approaches to the process of development, adoption and implementation of management decisions in conditions of uncertainty and to form a complex of the most influential risks.

SC20. The ability to form effective procedures and communication mechanisms of interpersonal interaction in the business environment, including for adaptation to new situations.

LO3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

LO5. Describe the content of the functional areas of the organization.

LO6. Demonstrate the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions.

LO8. Apply management methods to ensure the effectiveness of the organization.

LO9. Demonstrate the skills of interaction, leadership, teamwork.

LO10. Have the skills to justify effective tools for motivating the organization's personnel

LO11. Demonstrate skills in situation analysis and communication in various areas of the organization.

LO17. Conduct research individually and/or in a group under the guidance of a leader.

LO21. Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions.

COURSE CONTENT

Content module 1. Formation of personnel.

Topic 1. The personnel of the organization as an object of management.

1.1. The role and significance of personnel management as a science and educational discipline.

Purpose, task, subject and object of the discipline. Overview of key modern developments in personnel management. The concept of discipline.

1.2. Personnel management as a component of enterprise management.

Personnel management system. Composition of the personnel management system of the enterprise. Personnel management methods. General and partial principles of personnel management. Stages of historical development of personnel management.

Topic 2. Formation of the organization's philosophy and personnel policy.

2.1. The concept and meaning of modern personnel policy of enterprises.

The purpose of personnel policy. The main types of personnel policy. The basis for forming the company's personnel policy. The personnel policy of the enterprise is determined by internal and external factors. Personnel policy is based on the personnel concept of the enterprise. Principles of personnel policy at the enterprise. The main directions of the personnel policy of the enterprise: Mechanism of implementation of the personnel policy. Types of personnel policies of enterprises.

2.3. Personnel management strategies of the enterprise.

Tools for implementing the company's personnel strategy. The main tasks related to personnel management at the stage of enterprise formation: the main tasks related to personnel management at the stage of intensive growth of the enterprise; main tasks related to personnel management at the stage of stabilization of the enterprise. Theoretical views on strategic personnel management.

Topic 3. Resource provision of personnel management.

3.1. Normative and legal basis of personnel management.

The main laws that include the labor legislation of Ukraine. Classifier of professions of Ukraine. Scientific and methodological support of personnel management.

3.2. Personnel management information base.

The essence and task of information support for personnel management. Personnel management information system. The basis of the information system.

3.3. Financial support of personnel management (personnel costs).

Personnel costs. Types of personnel costs. Forms and payment systems. Bonuses and irregular payments. Expenses for the payment of housing for employees. Expenses for social security of employees expenses for professional training.

Topic 4. Analysis of works and formation of requirements for candidates for vacant positions.

4.1. Structure and number of personnel of the enterprise.

Types of personnel structure. Determination of the number of personnel. Position (full-time) composition. Registered (actual) number and its composition. Average number of registered employees The company's workforce.

4.2. Requirements for the professional qualification level of the employee.

Profession specialty or specialization. Professional suitability. Qualification.

4.3. Competences of the employee: essence, types of competence.

Topic 5. Personnel service and personnel administration.

5.1. Organization of the personnel service of the enterprise.

The state, problems and trends of the development of personnel services. The main functions and duties of the personnel service. Status, organizational structure and principles of distribution of powers between employees of personnel services. Information and recommendations of the personnel service. Basic normative documents in the organization of personnel service. Tasks and main functions of the corresponding unit. HR department rights. The model of the manager of the personnel service of the enterprise.

5.2. Personnel administration.

The purpose of ensuring record keeping. Documents on work with the personnel of the enterprise. Documents for hiring an employee. Requirements for issuing orders from the personnel of the enterprise. Order registration log. Autobiography. Personal file. Employment history. Journals of registration of labor books.

Topic 6. Planning and formation of personnel.

6.1. Personnel planning is a function of personnel management

Planning as tools of communication and control. The essence, purpose and tasks of personnel planning and formation. Stages of personnel planning. The task of personnel formation. Stages of formation of personnel of enterprises.

6.2. Determining the company's personnel needs.

Internal and external factors. Basic methods of planning and forecasting the need for personnel. Determining the need for personnel.

6.3. The role of the labor market in ensuring the formation of the company's personnel.

Recruitment of personnel Determination of requirements for candidates for a vacant position. Nature of requirements for personnel: profile of requirements, psychological requirements, skills and competencies. Working hours as a basis for personnel planning. Selection of recruitment sources. Stages of recruitment and selection of an employee for work.

Topic 7. Development of personnel.

7.1. Professional training of personnel.

The essence of professional training of personnel. Provision of professional training of personnel at the enterprise. Types of continuous personnel training system: self-education; short-term training; long-term training; internship; graduate school; doctoral studies Forms of training: without separation from production; with separation from production; remote Methods used in various forms of education. Types and tasks

of training for different categories of personnel Evaluation of training effectiveness
Important economic results of personnel training. Basic principles of personnel development.

7.2. Management of the business career of personnel.

Business career models Professional career Intra-organizational career Situational career. System career. Stages of business career formation. Personnel career management. Stages of the career planning process. Career motives. The career chart is the basis of career planning. Professional and qualification advancement of workers.

7.3. Management of personnel mobility.

Characteristics of personnel mobility. Types of personnel mobility. Forms of implementation of personnel mobility. Reasons for personnel mobility. Factors of the degree of personnel mobility. Personnel mobility management. The process of managing the mobility of enterprise personnel in modern conditions.

7.4. Planning and preparation of personnel reserve.

Types of personnel reserve. Stages of work with personnel reserve. Tasks solved by the personnel reserve training system.

Topic 8. Movement of personnel.

8.1. Methods and organization of the personnel release process.

Requirements for the release of company personnel. Employees who are fired can be divided into two groups. Benefits of staying at work. Dismissal depending on the degree of voluntariness of the employee leaving the enterprise Dismissal at the initiative of the employee. Stages of the system of measures for dismissal at the initiative of the administration. Classification of reduction methods by subject of management decision

8.2. Management of personnel turnover at the enterprise.

Types of staff turnover. Stages of evaluation and reduction of staff turnover. The quality side is the staff turnover process. Quantitative state of staff turnover. Measures to reduce staff turnover. Factors of reducing the level of turnover of the enterprise.

Content module 2. Elements of the system of work with personnel.

Topic 9. Management and leadership.

9.1. The essence of the concepts "leadership" and "management".

leadership Leadership. Types of leaders. Qualities of a leader and manager, their main features. The difference between the concepts of "manager" and "leader". Leadership styles

9.2. Approaches to the study of leadership.

Basic approaches to determining the factors of effective leadership. Personal characteristics associated with effective leadership.

9.3. Concepts of leadership.

Theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; the "path-goal" leadership model; the concept of attributive leadership; the concept of charismatic leadership; concept of leadership for change.

Topic 10. Evaluation of the effectiveness of the organization's personnel management system.

10.1. Business evaluation of personnel

The essence, types, methods of business evaluation of personnel. Analysis of personnel management to measure productivity.

10.2. Criteria for evaluating the effectiveness of personnel management units.

Existing approaches to the measurement of economic and social efficiency of personnel management. Improving the efficiency of the personnel management system.

10.3. Comprehensive assessment of managerial work.

Management evaluation methods. Indicators of measurement of the comprehensive assessment of managerial work.

Topic 11. Creation of favorable working conditions.

11.1. Motivation and stimulation of labor activity: basic concepts.

The essence of motive and incentive. Impact on employee motivation. Types of motivation. One of the means by which motivation can be carried out is stimulation. In the process of motivating personnel, stimulation performs certain functions. Motivation methods Classification of motivation methods according to their motivational characteristics Motivation system of motivational models.

11.2. Material motivation of personnel

Constituent elements of labor organization. Constituent elements of labor organization. Awards Mandatory components of any premium system.

11.3. Methods of non-material motivation of labor activity.

Organizational methods of intangible motivation. Two groups of intangible methods of motivation: organizational and social-psychological.

Topic 12. Personnel evaluation.

12.1. Business evaluation of personnel.

Essence, types, methods. Tasks of business evaluation. Principles of personnel evaluation. Types of business personnel evaluation: evaluation of candidates for a vacant position; current periodic evaluation of the company's employees.

Stages of current periodic evaluation of employees. Methods of business evaluation by direction. The most common assessment methods. The methods used to determine the specific value of personnel evaluation. Personnel evaluation process.

12.2. Evaluation of specialists and managers of the enterprise.

Areas of business assessment of specialists. Evaluation of managers.

12.3. Certification of the company's personnel.

Functions performed by certification. Blocks of criteria, according to which the evaluation of employees is carried out, are carried out according to the following. Types of attestation.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1 Task 1	Formation of the personnel management system of the enterprise
Topic 2 Task 2	Formation of the personnel management system of the enterprise (continuation)
Topic 3 Task 3	Payroll systems. Solving practical cases
Topic 4 Task 4	Implementation of the task regarding the specifics of the selection of candidates for vacant positions and resource provision of personnel management
Topic 4 Task 5	Practical (seminar) class on the topic: "Recruitment"
Topic 5 Task 6	Completing the calculation and analytical task "Creating a personnel service"
Topic 6 Task 7	Practical (seminar) class on the topic: "Management of dismissal of personnel"
Topic 7 Task 8	Solving practical situations on the specifics of personnel development , including professional retraining, professional development
Topic 8 Task 9	Solving the practical situation of selecting a candidate from the personnel reserve
Topic 9 Task 10	Solving practical situations on management and leadership issues
Topic 10 Task 11	Evaluation of the efficiency of enterprise management
Topic 11 Task 12	Practical (seminar) session on the topic: "Ways of staff motivation - from theory to practice"
Topic 12. Task 13.	Evaluation criteria for employees of different job categories

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1-12	Search, selection and review of literary sources on a given topic
Topic 1-12	Preparation for the Colloquium
Topic 1-12	Preparation for practical (seminar) classes
Topic 1-12	Performance of an individual task (presentation)
Topic 1-12	Preparation for the exam

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture-discussion (Topics 1 - 12), work in small groups (Topics 2 - 8), lecture-provocation (Topic 6).

In person (demonstration (Topics 1 – 12)).

Practical (practical work (Topics 1 – 12), group work (Topics 4, 5, 6, 7, 11), presentation (Topic 4, 6, 11)

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

– for courses with a form of semester control as an exam: maximum amount is 60 points; minimum amount required is 35 points.

The final control includes current control and an exam.

Semester control is carried out in the form of a semester exam.

The maximum amount for an exam is 40 points. The minimum amount required for passing an exam is 25 points.

The final grade in the course is determined:

– for disciplines with a form of exam, the final grade is the amount of all points received during the current control and the exam grade.

During the teaching of the course, the following control measures are used:

Current control: colloquiums (maximum score – 10 points (two colloquiums during the semester, total maximum number of points – 20)); competence – oriented task by topic (maximum score – 5 points (eight competence – oriented tasks during the semester, total maximum number of points – 26)); three presentations (maximum score is – 14 points).

Semester control: Grading including Exam (40 points).

More detailed information on the assessment system is provided in technological card of the course.

An example of an exam card and assessment criteria are given below.

An example of an examination card

Simon Kuznets Kharkiv National University of Economics

First (bachelor) level of higher education

Specialty 073 "Management"

Study programme "Business administration".

Semester 5

Course "HR management"

EXAMINATION CARD 1

Task 1 (test). (10 points)

1. Personnel management is:

- a. it is a process of planning, selection, training, evaluation, training, motivation and release of personnel, aimed at its effective use and achievement of the goals of the enterprise and employees
- b. this is the behavior of employees involved in certain management processes
- c. this is the process of creating an enterprise personnel management system
- d. is a process of planning, organization, training, management and control of personnel, aimed at its effective use and achievement of the goals of the enterprise and employees

2. What is staff development?

- a. a systematic purposeful process of formation of professional theoretical knowledge among the company's employees.
- b. a systematically organized process, which includes the definition of a personnel strategy, planning and training of the personnel reserve, business career management and the organization of continuous professional training of personnel.
- c. part of the company's personnel policy, is a purposeful activity of its management or the management of individual divisions regarding the comprehensive solution of staffing problems.
- d. taking into account the level of qualification, age structure, length of work experience of employees, ratio of employees by gender.

3. Is it professional training of staff?

- a. it is a systematic purposeful process of formation of professional theoretical knowledge among employees of the enterprise.
- b. a systematically organized process, which includes the definition of a personnel strategy, planning and training of the personnel reserve, business career management and the organization of continuous professional training of personnel.
- c. provision of each workplace and position with personnel of the appropriate profession, specialty and qualification.
- d. part of the personnel policy of the enterprise, is a purposeful activity of its management or the management of individual divisions regarding the comprehensive solution of problems of staffing.

4. A career is:

- a. planning and organization by the company's management of planned horizontal and vertical promotion of the employee in the system of positions or workplaces.
- b. this is a series of gradual changes in the employee's official position, associated with promotion through the levels of the company's service hierarchy or a change in the types of activities during a person's life.

- c. this is a complex of activities carried out by the personnel service of the enterprise, for planning, organization, motivation and control of staff growth
- d. is a broad concept that covers its movement both in the territorial aspect and in a specific enterprise.

5. What does the System career include?

- a. "Tandem"; "Snake"; "Ladder"; "Crossroads".
- b. "Snake"; "Metaphor"; "Springboard"; "Ladder".
- c. "Ladder"; "Tandem"; "Springboard"; "Anaconda".
- d. " Trampoline"; "Ladder"; "Snake"; "Crossroads".

6. An internal organizational career include?

- a. graded; horizontal; parallel; vertical
- b. transverse ; horizontal; diagonal; vertical
- c. vertical; horizontal; centripetal ; degree
- d. horizontal; centripetal ; diagonal; vertical

7. What are the forms of staff mobility?

- a. by its content; by object; according to the degree of manageability.
- b. by type of activity; by appointment time; depending on the source of formation:
- c. by its content; by subject; according to the degree of manageability.
- d. promotion by position or qualification; moving; decrease; dismissal from the enterprise.

8. The personnel of the enterprise is:

- a. permanent and temporary, qualified and unqualified, who work for hire and have labor relations with the employer.
- b. employees who have a significant experience of working at the enterprise;
- c. employees who have a high level of qualification;
- d. permanent employees who have received the necessary professional training and (or) have practical experience and work skills;

9. The following approaches to personnel management are distinguished:

- a. humanistic, economic, social approach
- b. organic, humanistic, economic approach
- in. organic, personnel, economic approach
- d. organic, systemic, economic approach

10. Competence is:

- a. rights, duties and responsibilities for the position.
- b. a set of characteristics and skills that can improve the efficiency of a specialist's work.
- c. the degree of qualification of the employee, which allows to improve his qualification
- d. the degree of qualification of the employee, which allows him to successfully solve the tasks before him.

Task 2 (stereotype). (12 points)

When leaving work, an employee must produce 100 parts per month. He actually made 125. The price per unit is \$17. The bonus is calculated in the amount of 10% for completion and 2.5% for the percentage of over-completion of the task. To determine the employee's salary per month according to the piece-rate bonus system.

Task 3 (heuristic). (18 points)

Determine the monthly earnings of a worker of the 5th category, if the hourly wage of the 1st category is established in accordance with the minimum wage in Ukraine. The norm of working hours is 166 per month. He worked 180 hours. According to the terms of bonuses, a bonus of UAH 600 is paid for 100% acceptance from the first presentation, and for a 1% decrease in this indicator, the bonus rate is reduced by 2%. In fact, acceptance at the first presentation is 90% of products.

Table 1

Rank	I	II	III	IV	V	VI	VII	VIII
Tariff coefficients	1.0	1.11	1.23	1.37	1.52	1.69	1.88	2.1

Protocol №. was approved at the meeting of the Department of Management and Business from " __ » ____20_p

Examiner Doctor of Economics, Associate Professor Nikita NAZAROV

Head of Department Doctor of Economics, Professor Tetyana LEPEYKO

Assessment criteria

The final marks for the exam consist of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

The algorithm for solving each task includes separate stages that differ in complexity, time-consumingness, and importance for solving the task. Therefore, individual tasks and stages of their solution are evaluated separately from each other as follows:

Task 1 (test). (10 points)

For each correct answer - 1 point.

Task 2 (stereotype). (12 points)

11 - 12 points are given for the complete assimilation of the program material and the ability to navigate in it, the conscious application of knowledge to solve practical situations. When completing the tasks, the student must make correct conclusions about the proposed production situation and formulate his own recommendation for improving the problem. The design of the completed task should be neat.

8 - 10 points are awarded for complete assimilation of the software material and ability to navigate in it, conscious application of knowledge to solve the problem. The design of the completed task should be neat.

6-7 points are given for partial ability to apply theoretical knowledge to solve practical tasks, if the task is partially completed; the student's answers demonstrated an understanding of the main material provisions of the academic discipline.

2 - 5 points are given for mastering a significant amount of material, however, if the student performs tasks without sufficient understanding of how to use the educational material and cannot correctly complete all tasks.

0 - 1 points are awarded for failure to complete the task as a whole.

Task 3 (heuristic). (18 points)

17-18 points are awarded for deep knowledge of the program material, application of not only recommended but also additional literature and creative approach for answering, clear mastery of concepts, methods, techniques, tools of financial science, ability to use them to solve specific practical problems, solving production situations. When performing the heuristic task, the student must provide a production version of the proposed solution to the situation and draw appropriate conclusions. The formulation of questions should be clear, logical and consistent.

15 – 16 points are given for the complete assimilation of the software material and the ability to navigate in it, the conscious application of knowledge to solve a heuristic problem, if all the requirements are met, the presence of insignificant errors is foreseen (that is, the approach to solving the problem is correct, but inaccuracies in the calculations were made individual parameters), or not quite a complete design of the results obtained when solving the problem. The design of the completed task should be neat.

12-14 points are given for the ability to apply theoretical knowledge to solve a heuristic problem, if most of the tasks are completed, and the student's answer demonstrates understanding of the conceptual material of the discipline.

8 - 11 points are given for mastering a large volume of material, however, if the student performs a heuristic task without sufficient understanding of the application of educational materials and cannot correctly complete all tasks.

2 - 7 points are given for partial ability to apply theoretical knowledge to solve practical problems, for not mastering a large volume of material, if the student cannot perform the task correctly, faces many difficulties in analyzing economic phenomena and processes.

0 - 1 points are awarded for failure to complete the task as a whole.

RECOMMENDED LITERATURE

Main

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Additional

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