

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

ЗАТВЕРДЖЕНО
на засіданні кафедри
соціальної економіки
Протокол № 13 від 24.08.2023 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи


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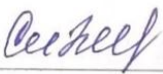
робоча програма навчальної дисципліни (РПНД)

Галузь знань 05 “Соціальні та поведінкові науки”
Спеціальність 051 “Економіка”
Освітній рівень третій (освітньо-науковий)
Освітня програма Економіка

Статус дисципліни вибіркова
Мова викладання, навчання та оцінювання англійська


Розробники:

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Ека СТЕПАНОВА

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Харків
2023

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

APPROVED

at the meeting of the social economy
department

Protocol № 13 of 24.08.2023

AGREED

Vice-rector for educational and methodical work


Karina N. MASHKALO



HR management

Program of the course

Field of knowledge
Specialty
Study cycle
Study programme

Social and behavioral sciences
051 (Economy)
Third (educational and scientific)
Economy

Course status
Language

selective
English

Developers:

PhD, associate professor



Eka STEPANOVA

PhD, associate professor



Hanna BILOKONENKO

Head of the Department
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Galyna NAZAROVA

Head
of Study Programme



Galyna NAZAROVA

Kharkiv
2023

INTRODUCTION

In order to remain competitive in today's transformational environment, enterprises and organizations should solve one from the most priority and strategically oriented problems, namely – weak HR management. The main prerequisites for changes are: aging and insufficient renewal of labor potential, decrease the level of recruitment and staff recruitment and the overestimation of requirements for candidates for vacant positions. To minimize the negative effects of the external economic environment and more efficient functioning of the enterprise, significant attention should be paid to all aspects of HR management, which and given in the basis of the educational discipline. Competencies that are formed are not only cognitive and theoretical, but purely practical: to help companies and managers to understand exactly how work should be organized with staff to remain as competitive as possible in the labor market.

The educational discipline "HR management" provides an opportunity for students of the third (educational and scientific) degree of higher education to achieve success in his own career and effectively manage his subordinates. Knowledges which can acquire personality by studying the academic discipline "HR-management", will increase their professional and intellectual competence, and their skillful use in practice will really testify to the professional skill of the specialist and the individual.

The main goal of the study of issues of HR management is formation of professional competencies in human resource management at the micro, meso, and macro levels; mastering modern people management techniques; receiving holistic view of HR management; mastering the skills of recruiting, career planning; acquiring the skills of conducting business trainings and mastering the features of their evaluation.

To achieve the goal, the following main tasks are set:

consider aspects of determining a person's suitability for managerial activity;

analyze basic concepts of management and personnel management;

consider analysis and planning working hours, implementation of modern trends in recruitment and recruitment,

explore aspects of conducting business trainings and using the basics of gamification of personnel management;

consider priority personal and strategic goals of the enterprise due to the use of the Performance Management method;

analyze relationships in the team, their further development, groupings and social-psychological climate;

provide planning skills of own career;

help to implement and use compensation, incentive and incentive pay systems.

The object of the academic discipline is the strategic management of human

resources.

The subject of the academic discipline is the system of knowledge and methods for solving issues in the field of HR management.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
Acquire advanced conceptual and methodological knowledge in economics, management of socio-economic systems and at the interface between subject areas, as well as research skills sufficient for doing fundamental and applied research at the level of world achievements in the relevant field	Ability to search, process and analyze information from various sources.
	Ability to do original research, achieve scientific results that create new knowledge in economics and related interdisciplinary areas and can be published in leading scientific publications in economics and related fields.
Propose new solutions, develop and implement scientific projects that provide an opportunity to rethink existing and create new holistic knowledge and/or professional practice and solve significant and fundamental and applied problems of economic science, taking into account social, economic, environmental and legal aspects; ensure the commercialisation of scientific research results and adhering to intellectual property rights.	Ability to search, process and analyze information from various sources.
	Ability to substantiate and prepare economic decisions based on understanding the patterns of socio-economic systems development and processes using mathematical methods and models.
Freely present and discuss with specialists and non-specialists the results of research, theoretical and practical problems of economy in national and foreign languages, competently reflect the results of research in leading scientific publications.	Ability to work in an international context
	Ability to present and discuss the results of scientific research and/or innovative developments in Ukrainian and English orally and in writing.
Propose new solutions in socio-economic sphere to ensure balanced socio-economic development in the new global socio-economic reality	Ability to solve complex problems of the economy based on a systemic scientific worldview and general cultural outlook adhering to the principles of professional ethics and academic integrity.
	Ability to determine new trends and tendencies in the development of socio-economic phenomena and processes, detect cause-and-effect relationships using creative technologies in the implementation of scientific research.

COURSE CONTENT

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 (seminar) / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar) / laboratory studies

Name of the topic and task	Content
Topic 1. Task 1.	Create your own HR-department model (as an example of an imaginary company) with a subsequent presentation

Topic 2. Task 2.	Analytical Ability Test. Building a business plan for your own company. Developing your own startup - with business description, its target market and SWOT analysis
Topic 3. Task 3	Practice tasks to develop analytical and calculation skills: task Welfare, task Acoustics
Topic 4. Task 4.	Seminar lesson on the topic «Selection and placement», Business game «Job interview»
Topic 5. Task 5	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
Topic 6. Task 6.	Practice tasks to develop performance appraisal skills: KPI and SMART methodology
Topic 7. Task 7.	Seminal lesson on the topic «Favorable working conditions»
Topic 8. Task 8.	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
Topic 9. Task 9.	Seminar lesson, performing quiz: leadership qualities, presenting main leader features on the own examples
Topic 10. Task 10.	Seminar lesson on the topic «Career management»
Topic 11. Task 11.	Calculation the wage fund of budgetary organizations for the quarter
Topic 12. Task 12.	Calculation the financial incentives tasks
Topic 13. Task 13.	Practice task to develop strategic management skills

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

Table 3

List of self-studies

Name of the topic and task	Content
Topic 1 - 13	Studying lecture material
Topic 1 - 13	Preparation for practical classes
Topic 1 -13	Performance of individual educational and research tasks
Topic 4, 7, 9, 10	Preparation for the seminar
Topic 6, 13	Preparation for control works

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

Verbal (lecture (Topic 1, 2, 6, 7, 12, 13), problem lecture (Topic 3, 5), lecture-dialogue (Topic 4, 9).

In person (demonstration (Topic 1-13).

Practical (practical work (Topic 1 - 13), seminar (Topic 4, 7, 9, 10), business games (Topic 4).

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, laboratory 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 grading: maximum amount is 100 points; minimum amount required is 60points.

The final control includes current control and assessment of the student.

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

The final grade in the course is determined:

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

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

Current control: diagnostic tools by topic (20 points); written test papers (20 points); colloquiums (30 points); complex individual task (30 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Dyakiv O.P., Ostroverkhov V.M. HRM: training manual (second edition, processed And supplemented). – Ternopil: TNEU, 2018. – 288 p
2. Novikova M. M. HR-management: a summary of lectures for applicants of thesecond (master's) level of higher education of all forms of study in the specialty 073 –

Management / M. M. Novikova, A. B. Shved; Kharkiv. national city university farm named after O. M. Beketova. – Kharkiv: XNUMG named after O. M. Beketova, 2022.

- 111 p.

3. HR-management: training. manual / I. M. Sochinska-Sybirtseva, A. O. Dorenska, T.

V. Tushevska; Ministry of Education and Science of Ukraine, Central Ukraine. nationaltechnical Univ. – Kropyvnytskyi: National Technical University, 2022. – 278 p.

Additional

4. Personnel management: a textbook / O. M. Shubaly, N. T. Rud, A. I. Gordiychuk, I.

V. Shubala, M. I. Dzyamulych, O. V. Potemkina, O. V. Sereda; in general ed. O. M. Shubaly. – Lutsk: IVV Lutsk NTU, 2018. – 404 p.

5. Social Economics and Politics: work program of the academic discipline for higher education students of specialty 051 "Economy" of the educational and scientific program "Economy" of the third (educational and scientific) level: [Electronic edition]

/ comp. G.V. Nazarova. V.I. Laptev, E. R. Stepanova. – Kharkiv : S. Kuznets KhNU of Economics, 2023. – 15 p.
(<http://repository.hneu.edu.ua/handle/123456789/32177>)

6. Creative management: work program of the academic discipline for higher education students of all specialties of the first (bachelor) level: [Electronic edition] / comp. V.I. Laptev, Yu.V. Sotnikova. – Kharkiv : S. Kuznets KhNU of Economics, 2023. – 9 p. (<http://repository.hneu.edu.ua/handle/123456789/32144>)

7. HR-management work program of the discipline for all specialties of the first (bachelor's) level [Electronic resource] / developers E. R. Stepanova. – Kharkiv: KhNEU named after S. Kuznets, 2021. – 13 p.
(<http://repository.hneu.edu.ua/handle/123456789/26748>)

Information resources

8. PNS of the discipline "HR management". [Electronic resource]. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=10129>