

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

ЗАТВЕРДЖЕНО
на засіданні кафедри
соціальної економіки
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ПОГОДЖЕНО
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Галузь знань 05 «Соціальні та поведінкові науки»
Спеціальність 051 «Економіка»
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Статус дисципліни
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обов'язкова
англійська

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Гарант програми

Світлана МІШИНА

Харків
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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



Vice-rector for educational and methodical
work

Karina NEMASHKALO

HR management

Program of the course

Field of knowledge **Social and behavioral sciences**
Specialty **051 (Economy)**
Study cycle **Second (master)**
Study programme **Human resource management in business**

Course status **mandatory**
Language **English**

Developer:
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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 second (master) 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 a system of theoretical knowledge and applied skills and competences regarding the use of methodological apparatus and tools of social policy and mastering the skills of making optimal management decisions in the conditions of market relations.

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
LO2	GC3
	SC2
LO3	SC2
	SC5
	SC7
	GC4
	GC5
LO6	GC1
	SC6
	SC8
	SC12
	SC14
LO9	SC4
LO12	GC3
	GC5
LO14	SC14
LO15	GC3
	GC6
	SC6
LO18	GC1
	GC3
	SC6
	SC14

where, LO2. To develop, justify and make effective decisions on the development of socio-economic systems and management of subjects of economic activity.

LO3. Communicate freely on professional and scientific issues in national and foreign languages orally and in writing.

LO6. Evaluate the results of one's own work, demonstrate leadership skills and the ability to manage personnel and work in a team.

LO9. Make effective decisions under uncertain conditions and requirements that require the use of new approaches, methods and tools of socio-economic research.

LO12. To substantiate management decisions regarding the effective development of economic entities, taking into account goals, resources, limitations and risks.

LO14. Develop scenarios and strategies for the development of socio-economic systems.

LO15. Organize the development and implementation of socio-economic projects, taking into account informational, methodical, material, financial and personnel support.

LO18. To justify the choice and successfully apply advanced technologies and practices of HR management in business.

GC1. Ability to generate new ideas (creativity).

GC3. Ability to motivate people and move towards a common goal.

GC4. Ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity).

GC5. Ability to work in a team.

GC6. Ability to develop and manage projects

SC2. Ability to professional communication in the field of economics in a foreign language.

SC4. The ability to use modern information technologies, methods and techniques for the study of economic and social processes, adequate to the established research needs.

SC5. The ability to identify key trends in socio-economic and human development.

SC6. The ability to formulate professional tasks in the field of economics and solve them by choosing the appropriate directions and appropriate methods for their solution, taking into account the available resources.

SC7. The ability to substantiate management decisions regarding the effective development of economic entities.

SC8. Ability to assess possible risks, socio-economic consequences of management decisions.

SC12. The ability to organize and conduct business in compliance with ethical

standards and establish cross-cultural communications in the process of human resources management.

SC14. Ability to apply innovative technologies and HR management practices in business

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.

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

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.

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 accumulative system for evaluating the learning outcomes of students of higher education.

Current control is carried out during lecture, practical and seminar classes and is aimed at checking the level of readiness of a higher education applicant to perform a specific job and is evaluated by the sum of points scored:

– for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and an exam.

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 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: individual educational and research tasks (10 points), written control work (20 points), colloquium (15 points), essay (15 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.

EXAM TICKET 1

Tests

1. Human resources management (HRM) includes:

- A) recruitment, selection, training, evaluation
- B) hiring, certification, training, re-certification
- C) recruitment, selection, certification, release

2. The questionnaire of interests reflects:

- A) values
- B) educational and professional interests
- C) desired positions

3. What are the two main approaches to HR analysis?

- A) focused on motivation; result oriented
- B) work-oriented; behavior oriented
- C) result-oriented; task oriented

4. Instrumentality is:

- A) coverage of several branches within the framework of work
- B) use of the latest tools in work
- C) affinity between work and result

5. Workplace protection is:

- A) elimination of competitors
- B) protection of personal space
- C) the probability of retaining the position

6. Training is:

- A) the process of improving the employee's knowledge and skills
- B) the process of improving the experience and skills of an employee
- C) the process of acquiring competencies and experience of the employee

7. The role of the trainer during the lecture:

- A) provides information.
- B) forms groups
- C) keeps track of time

8. Performance management is aimed at:

- A) achievement of operational goals

- B) achievement of strategic goals
 - C) achievement of current goals
9. Strategic compliance is compliance...:
- A) enterprise productivity
 - B) the number of employees
 - C) for the purposes of the enterprise
10. The essence of formative assessment is...:
- A) analysis of the quality of personnel
 - B) improving quality and improving results
 - C) formation of feedback

Stereotype task

The average number of employees of the enterprise for the year was 1,000. According to the employment contract, 200 people have been enrolled at the enterprise this year. Calculate the turnover rate from reception.

Diagnostic task

The average number of employees of the enterprise for the year was 600 people. During the year:

37 people were dismissed voluntarily;

5 persons were dismissed for violation of labor discipline;

11 people retired;

13 people entered educational institutions and were drafted into the army;

30 people were transferred to other positions and to other units of the enterprise.

Define:

1. Dropout rate (%);

2. Staff turnover rate (%).

Make appropriate conclusions

Heuristic task

According to the SMART method, write down 3 sub-goals. Topic: buying a car.

Evaluation criteria.

The examination ticket for the academic discipline "HR management" includes a theoretical and practical block: 10 theoretical questions (tests) and 3 tasks of practical orientation.

Each of the tasks is evaluated with a certain number of points, according to their level of difficulty. The total number of points is 40 in accordance with the qualification requirements for doctors of philosophy, specialty 051 "Economics" 1 year of study.

Theoretical component.

The maximum number of points is 10. A correct answer to a theoretical question is valued at 1 point.

Stereotyped task.

The maximum score is 5 points, of which:

- 1 – correct methodological approach, knowledge of the formula for calculation;
- 1 – correct arithmetic calculation of the indicator;
- 1 – execution of the decision of the problem: solution, units of measurement, response;
- 2 – the availability of substantiated conclusions about the dynamics of indicators.

Diagnostic task.

The maximum score is 10 points, of which:

- 1 – the correct methodological approach, knowledge of the formulas for calculation;
- 2 – correct arithmetic calculation of indicators;
- 3 – execution of the decision of the problem: the course of calculations, unit of measurement, necessary explanations.
- 4 – the availability of substantiated conclusions about the dynamics of indicators.

Heuristic task.

The maximum score is 15 points, including:

- 2 – possession of theoretical knowledge and their application for solving the problem;
- 2 – the sequence and argumentation of the material;
- 3 – application of a creative approach to the solution of the problem;
- 3 – the originality of the approach to the task and presentation of the result;
- 5 – the existence of substantiated conclusions on the solution of the problem.

RECOMMENDED LITERATURE

Main

1. Management. Study guide / V. Khrapkina. - Kyiv: Kyiv-Mohyla Academy, 2021. - 460 p.
2. Personnel management: education. manual / Dyakiv O. P., Kotsur A. S., Ostroverkhov V. M., Nadvinichnyi S. A., Shkilniak M. M., Shushpanov D. G./ for general ed. M. M. Shkilnyak. Ternopil 2022. - 280 p
3. HR-management: education. manual / I. M. Sochinska-Sybirtseva, A. O. Dorenska, T. V. Tushevska; Ministry of Education and Science of Ukraine, Central Ukraine. national technical 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. Nazarova G. Modern organizational culture: essence, typology, functions / G. Nazarova // Scientific Foundations in Economics and Management: collective monograph / Kovalenko V., Lyutyi I., Zatonatska T., – etc. – International Science Group. – Boston : Primedia eLaunch, 2022. – P. 542-572. (<http://repository.hneu.edu.ua/handle/123456789/27445>)
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8. Evans Thomas R. The Evidence Behind HR: An Open Evaluation of Contemporary HR Practices/ Routledge, 2023. — 181 p
9. HR management. Synopsis of lectures: study guide for students of specialty 073 "Management / KPI named after Igor Sikorskyi; compiled by: M. V. Shkrobot, L. L. Veduta - Electronic text data. – Kyiv: KPI named after Igor Sikorskyi, 2020. – 270 p.

10. Heitman William. The Knowledge Work Factory: Turning the Productivity Paradox into Value for Your Business McGraw-Hill Education, 2019. — 352 p.

11. Novikova M. M. HR-management: a summary of lectures for applicants of the second (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.

Information resources

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