

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

ЗАТВЕРДЖЕНО

на засіданні кафедри маркетингу
Протокол № 2 від 02.09.2024 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

HR-МАРКЕТИНГ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

07 "Управління та адміністрування"
075 "Маркетинг"
перший (бакалаврський)
"Маркетинг"

Статус дисципліни
Мова викладання, навчання та оцінювання

вибіркова
англійська

Розробник:
к.е.н., доцент



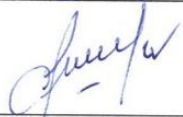
Марина УС

Завідувач кафедри
маркетингу



Людмила ГРИНЕВИЧ

Гарант програми



Олена НЕБИЛИЦЯ

**Харків
2024**

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

APPROVED

at the meeting of the department
marketing
Protocol № 2 of 02.09.2024

AGREED

Vice-rector for educational and methodical work



Karina SEMASHKALO

**HR MARKETING
Program of the course**

Field of knowledge	07 "Management and Administration"
Specialty	075 "Marketing"
Study cycle	first (bachelor)
Study programme	"Marketing"

Course status	elective
Language	English

Developers:
PhD (Economics),
Associate Professor

Maryna US

Head of Management and
Business Department

Lyudmyla HRYNEVYCH

Head
of Study Programme

Olena NEBYLYTSIA

**Kharkiv
2024**

INTRODUCTION

The successful functioning and development of modern enterprises and organizations in the context of constant business environment changes is impossible without adaptation to new challenges related to competition, innovation, and the need to attract and retain qualified personnel. In this context, effective human resource management plays a key role, relying on modern marketing tools to ensure the strategic goals of the enterprise.

The current labor market conditions require enterprises to apply HR marketing principles and methods to create a positive employer brand, attract talent, establish strong relationships with employees, and build transparent and trustworthy connections with the target audience. Understanding the specifics of HR marketing and its impact on human resource management processes is a crucial element in the training of management and marketing professionals.

The development of this course is driven by the need to equip future specialists with the ability to adapt to the dynamic changes in the labor market, utilize modern marketing strategies for personnel management, and enhance enterprise competitiveness. The growing role of human capital as a key organizational resource underscores the relevance of studying HR marketing as an integrated field of managerial and marketing knowledge.

The purpose of the course: formation theoretical knowledge and practical skills regarding HR marketing, the use of marketing tools in enterprise (organization, institution) personnel management, and adaptation to the modern business environment.

The objectives of the course are:

- studying the essence, main concepts, and tools of HR marketing, including digital solutions;

- exploring the features of developing and enhancing hard and soft skills among employees;

- acquiring knowledge about employer brand strategy development and talent attraction;

- managing communication processes between employers and potential/current employees;

- analyzing the role of intermediary activities in the labor market within the HR marketing context;

- gaining practical skills in applying marketing methods for personnel management and motivation;

- analysis of the effectiveness of applying HR marketing measures in various organizational contexts.

The object of studying the course is the processes of implementing marketing principles and tools in enterprise's personnel management system.

The subject of the course is methods and approaches to planning, organizing, and executing HR marketing initiatives aimed at attracting, retaining, and developing an enterprise's human capital.

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
LO 3	GC4, SC5
LO10	GC6, GC11, SC12
LO 11	GC4, SC5, SC13
LO 16	GC4, GC5

where, LO3. Apply acquired theoretical knowledge to solve practical problems in the field of marketing.

LO10. Explain information, ideas, problems, and alternative management decision-making options to specialists and non-specialists in the field of marketing, as well as to representatives of various structural divisions of a market entity.

LO11. Demonstrate the ability to apply an interdisciplinary approach and perform marketing functions of a market entity.

LO16. Meet the requirements for a modern marketer, increase the level of personal professional training.

GC4. Ability to learn and master modern knowledge.

GC5. Determination and persistence in the tasks set and responsibilities undertaken.

GC6. Knowledge and understanding of the subject area and understanding of professional activity.

GC11. Ability to work in a team.

SC5. Ability to correctly apply marketing methods, techniques and tools.

SC12. Ability to justify, present and implement research results in the field of marketing.

SC13. Ability to plan and implement effective marketing activities of a market entity in a cross-functional context.

COURSE CONTENT

Content module 1. Fundamentals of HR marketing

Topic 1. The essence of HR marketing.

1.1. The concept and conceptual framework of HR marketing.

Basic definitions, the place of HR marketing in the enterprise management system. The impact of HR marketing on employee attraction and retention. The relationship of HR marketing with corporate culture.

1.2. HR marketing as an integration of management and marketing functions.

Features and differences. Using marketing principles for personnel management. The role of HR marketing in ensuring the competitiveness of the company. Examples of successful use of HR marketing strategies.

1.3. Components of HR marketing.

Internal HR marketing: creating a positive environment for employees. External HR marketing: working on the employer brand. Tools for interacting with internal and

external stakeholders.

1.4. Ethical aspects of HR marketing.

Protection of personal data of employees and candidates. Ensuring equal opportunities in the labor market. Combating discrimination and ensuring ethical communication.

Topic 2. Marketing research in the labor market.

2.1. Labor market features.

Labor market structure: demand, supply, competition. Labor market segmentation by professions, industries, regions. Current trends: digitalization, gig economy, globalization.

2.2. Methods of marketing research in the labor market.

Primary research: surveys, in-depth interviews, focus groups. Secondary research: analysis of publications, statistics, reports. Data collection tools: online questionnaires, social networks.

2.3. Tools for analyzing the needs of employers and employees.

SWOT analysis to identify strengths and weaknesses. Development of portraits of the ideal candidate. Assessment of the competitiveness of employers' offers.

2.4. Using market research data to make HR decisions.

Forecasting staffing needs. Adjusting remuneration policies and social packages. Planning talent acquisition strategies.

Topic 3. Formation and development of hard and soft skills of personnel.

3.1. The concept of hard and soft skills.

Hard skills: technical skills, professional training. Soft skills: communication, leadership, emotional intelligence. The relationship between hard and soft skills in different professions, in particular in the field of marketing.

3.2. Methods for determining the level of personnel competencies.

Testing of knowledge and skills. Assessment based on cases and practical tasks. Use of 180° and 360° assessment technologies.

3.3. The role of HR marketing in developing employee skills.

Formulating training and development proposals. Using marketing tools to increase motivation. Implementing corporate training programs.

3.4. Challenges in developing soft skills for adapting to the digital age.

Developing critical thinking and adaptability skills. Integrating digital technologies into the learning process. Combating burnout and supporting work-life balance.

Topic 4. Intermediary activities in the labour market.

4.1. The role of intermediaries in the labor market.

Types of intermediaries: government services, recruitment agencies, online platforms. Their functions: personnel search, provision of information services, consulting. Development of the recruiting industry in the context of digitalization.

4.2. HR marketing in intermediary activities.

Using marketing tools to attract candidates. Advertising campaigns to promote vacancies. Building long-term relationships with clients.

4.3. Digital platforms for recruiting.

LinkedIn, Work.ua, Rabota.ua, international platforms. Advantages of recruiting automation. Effectiveness of using artificial intelligence in recruiting.

4.4. Features of cooperation between enterprises and external intermediaries in the labor market.

Assessment of the quality of intermediary services. Terms of contracts with recruitment agencies. Dependence of business on external recruitment services.

Content module 2. Key components of HR marketing.

Topic 5. Building a personal brand.

5.1. The essence of a personal brand.

Definition of a personal brand and its difference from an image. Stages of personal brand formation: self-knowledge, positioning, promotion. The importance of a personal brand for professional development.

5.2. Strategies for building a personal brand.

Choosing a niche and target audience. Creating a key message (value proposition). Using content marketing to promote your own brand.

5.3. The role of social networks in the formation of a personal brand.

Creating a professional profile on LinkedIn, Instagram, Twitter, etc. Managing your online reputation. Risks: negative reviews, privacy, fake content.

5.4. The relationship between personal brand and career growth.

Personal brand promotion to increase competitiveness. The impact of the brand on establishing professional contacts and opportunities. Self-presentation. Cases of successful professionals with a strong personal brand.

Topic 6. Formation and promotion of the employer brand.

6.1. The concept of employer brand.

How an employer branding differs from a corporate brand.. The importance of employer branding in attracting talent. The main components of employer branding: values, working conditions, image.

6.2. Stages of creating an employer brand.

Analysis of competitors and internal needs of the company. Development of EVP (Employee Value Proposition). Planning and implementation of the employer brand promotion strategy.

6.3. Employer brand promotion tools.

Corporate websites and social media pages. PR campaigns, participation in professional exhibitions and conferences. Involvement of employees as brand ambassadors.

6.4. Evaluating the effectiveness of the employer brand in the labor market.

Key metrics: time to fill vacancies, employee retention rate, satisfaction index. Analysis of candidate and employee feedback. Strategy adjustments based on results.

Topic 7. Analysis and evaluation of personnel performance.

7.1. Methods of evaluating personnel performance.

Formation of KPI (key performance indicators): definition, implementation, analysis. Features of 360° assessment methods, performance review. Tools for automation of personnel assessment.

7.2. HR analytics as a decision-making tool.

Implementing HR metrics: turnover, engagement, productivity. Using HR analytics to predict trends. Analytics platforms: BambooHR, Workday, Tableau.

7.3. The role of HR marketing in employee motivation.

The relationship between performance appraisal and motivation programs. Integration of marketing approaches into internal communications. Effective feedback and ways to use it.

7.4. Problems of objectivity and transparency in personnel evaluation.

Subjectivity of assessment and its impact on corporate culture. Implementation of a policy of transparency and objectivity. Preventing conflicts caused by unfair evaluations.

Topic 8. Personnel development and talent management.

8.1. Personnel development strategies:

Defining key areas of development in line with company goals. Training programs, mentoring, staff rotation. Employee career planning within the framework of HR strategy

8.2. Talent management as part of HR marketing.

Search and attraction of highly qualified specialists. Methods of talent retention: flexible working conditions, additional benefits. The impact of talent management on the competitiveness of the company.

8.3. Modern tools for talent development.

Mentoring and coaching as a means of personal growth. Adaptation programs for new employees. Use of online learning platforms (Coursera, Udemy, internal LMS).

8.4. The role of corporate culture in talent development and retention.

Key principles of building a corporate culture. Promotion of professional growth by the corporate culture. Support for innovation and creativity. Building trust and mutual respect as a basis for talent retention.

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.	Work in small groups to discuss the essence and features of HR marketing, the relationship between HR marketing and classical marketing. Analysing a case study of a successful HR marketing strategy of a company, identifying key elements and their impact on staff engagement.

Topic 2. Task 2.	Exploring key sources of labor market information, job vacancies, and defining main candidate requirements, salary expectations, and competition levels. Conducting a SWOT analysis of a company's attractiveness as an employer. Developing a questionnaire for a marketing study on candidate motivation when choosing an employer.
Topic 3. Task 3.	Evaluating personal soft and hard skills, creating an individual development plan. Business Game: Job interview simulation. Case study analysis of successful and ineffective soft skills development among employees.
Topic 4. Task 4.	HR intermediary market research. Comparative analysis of recruitment agencies, headhunters, and outsourcing companies. Assessing the effectiveness of collaboration with HR intermediaries.
Topic 5. Task 5.	Creating a LinkedIn profile to attract employers. Analyzing personal brands of successful HR managers on social media and the tools used for personal brand promotion. Interactive Discussion: The impact of personal branding on career growth or developing a positioning strategy as a professional in the labor market.
Topic 6. Task 6.	Identifying key company values as an employer (analyzing EVP – Employer Value Proposition) of well-known companies. Presenting analysis results on successful employer branding strategies in domestic and international companies.
Topic 7. Task 7.	Calculating HR department effectiveness indicators. Evaluating the advantages and disadvantages of different employee assessment methods. Conducting a 360-degree employee assessment.
Topic 8. Task 8.	Developing an onboarding program for new employees, creating a career development plan for key company talents, and designing a talent management program using marketing tools.

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 - 8	Search, selection and review of literature on a given topic
Topic 5	Preparing for a discussion
Topic 5	Preparing homework task
Topic 6	Preparing a presentation
Topic 8	Completion a research and creative task
Topic 1-8	Preparation for the colloquium
Topic 1 - 8	Exam preparation

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 (Topic 1, 2, 4, 5, 6 7, 8), problem lecture (Topic 2, 3), lecture-dialogue (Topic 3)), work in small groups (3, 5, 8).

Visual (demonstration (Topic 1-8)).

Practical (practical work (Topic 1-8), discussion (Topic 5), case method (Topic 1, 3), business game (Topic 3), (presentation (Topic 6), preparation of a report based on the results of an individual or group research and creative task (project) (Topic 8)).

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 score that a student can receive during an exam is 40 points. The minimum score at which an exam is considered passed 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: tasks on topics (20), homework (6), individual educational and research tasks (project) (10 points), written control work (6 points), colloquium (10 points), presentation (8 points).

Semester control: Exam (40 points).

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

An example of an exam card and assessment criteria.

Sample exam card

Simon Kuznets Kharkiv National University of Economics

First (bachelor's) study cycle

Specialty "Marketing"

Study program "Marketing".

Semester V or VI or VII

Course "HR marketing"

EXAM CARD No. 1

Task 1 (test). (10 points)

1	What is the main task of HR marketing? A. Attracting investors to the company. B. Promotion of the company's products and services. B. Creating an attractive employer brand. D. Optimization of logistics processes.
2	Which of the following definitions best reflects the essence of employer branding? A. The image of the company in the eyes of customers. B. The overall perception of the company as an employer by internal and external stakeholders. A.A set of marketing strategies for selling products. D. A system of internal corporate rules.
3	Which statement most accurately describes the EVP (Employee Value Proposition)? A. Corporate mission of the company B. A set of unique benefits that the company offers to employees. B. Marketing strategy to promote the employer brand. D. Human Resources Risk Management Plan.
4	Which method is the most effective for labor market research? A. Consumer survey. B. Focus groups with clients. B. Analysis of data on vacancies and salaries. D. In-depth interviews with candidates.
5	What type of skills are soft skills? A. Programming. B. Knowledge of foreign languages. B. Leadership and communication. D. Working with Google Analytics.
6	Which marketing communications method is effective for promoting an employer brand? A. Holding events and webinars. B. Publications in printed publications. B. Using direct sales. D. Point-of-sale advertising.
7	Which HR marketing tool helps increase staff engagement? A. Corporate culture. B. Referral programs. B. Mentoring programs. D. Regular rotation of employees between departments.
8	What approach is most effective for retaining talent in a company? A. Salary increase.

	B. Creating a comfortable corporate culture and opportunities for development. B. Minimization of training programs. D. Ignoring feedback from employees.
9	What is the first stage in the process of forming an HR strategy? A. Analysis of the labor market and the internal environment. B. Development of a staff training program. B. Implementation of a CRM system. D. Launching an advertising campaign.
10	What is the main component of internal HR marketing? A. Internal communications and corporate culture. B. Conducting corporate trainings and workshops for staff development. C. Material incentives. D. Cooperation with recruitment agencies.

Task 2 (diagnostic). (14 points)

The company "HR Future" is planning staff expansion and conducting an analysis of the effectiveness of the employer brand. According to the survey, 1,200 respondents considered the company as a potential employer, but only 480 people submitted a resume.

Calculate the employer brand attractiveness coefficient.

Explain the essence and benefits of the calculated indicator.

Analyze the resulting indicator: can the company be considered an attractive employer?

Suggest measures to improve the employer brand if the resulting figure is lower than 50%.

Task 3 (heuristic). (16 points)

The company "TalentHub", specializing in IT development, faces a high level of staff turnover among young professionals (up to 2 years of work). According to the survey, the main reasons for dismissal are low involvement in the corporate culture, lack of a clear career path, and insufficient communication between managers and subordinates.

The company's HR department was tasked with developing measures to reduce staff turnover.

Analyze the situation from the point of view of HR marketing. Determine which marketing tools can be used to improve staff engagement and build loyalty to the employer.

Propose measures to reduce staff turnover, based on the principles of HR marketing and employer branding.

Justify the choice of the proposed measures and assess their potential impact on staff retention.

Describe possible difficulties in implementing these measures and suggest ways to overcome them. Justify your answer.

Minutes No. ____ of “ ____ ” _____ 20__ approved at the meeting of the Marketing Department.

Examiner, Candidate of Economic Sciences, Associate Professor Us M.I.

Head of the Department, Doctor of Economics, Prof. Grynevych L.V.

Evaluation criteria

Final exam scores consist of the sum of the points for completing 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, laboriousness, 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 test – 1 point.

Table 4

Task	Mark	Evaluation criteria
Task 2 (diagnostic task) (14 points)	1-5	Errors were made in the calculations, indicators were incorrectly interpreted, or incorrect conclusions were drawn
	6-8	The task is incomplete, the units of measurement are not specified, the conclusions are incorrect or missing, and the calculation formulas are not provided
	9-12	The task is fully completed, with no errors in the designation of units of measurement. However, there is incorrect interpretation of indicators or incorrect conclusions, and the calculation formulas are not provided
	13-14	The task is fully completed, with no errors in indicating units of measurement. The conclusions are justified and correspond to the essence of the task
Task 3 (heuristic task) (16 points)	1-3	The task is partially completed; however, incorrect concepts and their definitions are provided, the proposed solutions are illogical, incorrect conclusions are drawn, and there is no analysis of the results obtained
	4-6	The task was not fully completed. The correct concepts were presented, but there were errors in the definitions, no justification was provided, incorrect conclusions were drawn, and there was no substantiated analysis of the results obtained
	7-9	The task has been completed, the correct conceptual and categorical apparatus has been provided, but incorrect conclusions were drawn, and there is no substantiated analysis of the results obtained
	10-12	The task has been completed, the correct solutions have been provided, the conceptual and categorical apparatus has been used, the essence of its components has been revealed, justification has been provided, but there is no answer and/or conclusions
	13-14	The task is completed, the correct concepts and their definitions are given, the essence of their components is revealed, improvement methods are proposed, units of measurement are indicated, but the answer and/or conclusions are insufficiently substantiated
	15-16	The task is completed, all conditions meet the requirements, and a substantiated conclusion regarding the recommendations is provided. The applicant demonstrates thorough knowledge of theoretical and methodological provisions, shows the ability to analyze marketing policy comprehensively, formulate promising development directions, and align the solution to the issue under consideration with the overall strategy of the enterprise

RECOMMENDED LITERATURE

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