ЗАТВЕРДЖЕНО
на засіданні кафедри
соціальної економіки
Протокол № 6 від 09.12.2025 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

HR інновації

робоча програма навчальної дисципліни (РПНД)

Галузь знань	**С «Соціальні науки, журналістика, інформація та міжнародні відносини»**
Спеціальність	**С1 «Економіка та міжнародні економічні відносини» (за спеціалізацією С1.01 «Економіка)**
Освітній рівень	**другий (магістерський)**
Освітня програма	**«Економіка та управління людським капіталом»**

Статус дисципліни	**обов'язкова**
Мова викладання, навчання та оцінювання	**англійська**

Розробники:
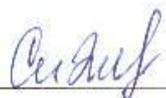
к.е.н., доцент _____ Ека СТЕПАНОВА

Завідувач кафедри
соціальної економіки

_____ Галина НАЗАРОВА

Гарант програми _____ Світлана МІШИНА

Харків
2025

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

APPROVED
at the meeting of the department social economy
Protocol № 6 of 09.12.2025 p.

AGREED
Vice-rector educational and methodological
work

_____ Karina NEMASHKALO

HR innovations
Program of the course

Field of knowledge | **C «Social Sciences, Journalism, Information and International Relations»**
Specialty | **C1 «Economics and International Economic Relations» (with specialization C1.01 «Economics»**
Study cycle | **second (master)**
Study programme | **«Economics and Human Capital Management»**

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

Developers:

PhD (Economics), Associate Professor _____ Eka STEPANOVA

Head of Social security department _____ Galyna NAZAROVA

Head of Study Programme _____ Svitlana MISHINA

Kharkiv
2025

INTRODUCTION

The program of studying the course "HR Innovations" is caused by the dynamic changes in the labor market, the digitalization of business processes, and the growing role of human capital as a key resource of modern organizations. Under conditions of global competition, remote work formats, and rapid technological development, innovative approaches to human resource management become a decisive factor in increasing organizational efficiency and sustainability. HR innovations are aimed at attracting, developing, and retaining talent, shaping an adaptive corporate culture, and supporting employee well-being.

Within the framework of studying the course, students acquire knowledge and practical skills in implementing modern HR technologies, using digital tools for human resource management, HR data analytics, employer branding development, and designing innovative motivation systems. The discipline contributes to the development of strategic thinking, creativity, change management skills, effective communication, and managerial decision-making in the field of human capital management.

The formation of a system of theoretical knowledge and applied skills and competencies in the use of methodological frameworks and tools of social policy, as well as the development of skills for making optimal managerial decisions in the context of market relations.

The purpose of the course is to form a system of theoretical knowledge and applied skills and competencies in the use of methodological approaches and tools of social policy, as well as to develop skills in making optimal management decisions in market conditions.

The objectives of the course are:

to examine innovative approaches to assessing employees' competencies and their suitability for managerial and professional roles;

to analyze modern concepts and trends in human resource management, including digital and data-driven HR practices;

to study innovative methods of workforce planning, time management, talent acquisition, and recruitment using modern HR technologies;

to explore the application of HR innovations in learning and development, including business training, e-learning, and gamification in personnel management;

to consider strategic and individual performance goals of organizations through the use of innovative Performance Management systems;

to analyze team dynamics, employee engagement, collaboration, and the development of a positive organizational and socio-psychological climate using modern HR tools;

to develop skills for strategic career planning and lifelong professional development in a changing labor market;

to support the design and implementation of innovative compensation, motivation, and reward systems.

The object of the course is innovative human resource management in modern organizations.

The subject of the course is the system of knowledge, methods, tools, and technologies aimed at the development and implementation of HR innovations, including digital HR solutions, innovative approaches to talent management, employee engagement, performance management, and organizational development.

The acquired knowledge and skills provide a foundation for the effective implementation of innovative approaches in human resource management; the development of strategic thinking and creativity in HR professionals; the establishment of efficient interaction with employees, teams, management, and external partners; the planning and execution of modern HR programs and projects; and the enhancement of employee performance, engagement, and organizational adaptability to labor market changes.

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	IC GK3 SK2
LO3	IC GK4 GK5 SK2 SK5 SK7
LO6	IC GK1 SK6 SK8 SK12 SK14
LO9	IC SK4
LO12	IC GK3 GK5
LO14	IC SK14
LO15	IC GK3 GK6 SK6
LO18	IC GK1

	GK3 SK5 SK14

where IC - the ability to identify and solve complex economic tasks and problems, to make appropriate analytical and managerial decisions in the field of economics or in the process of learning, which involves conducting research and/or implementing innovations under uncertain conditions and requirements;

LO2 – develop, justify and make effective decisions on the development of socio-economic systems and the management of economic entities;

LO3 – communicate freely on professional and scientific issues in the state and foreign languages, both 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 application of new approaches, methods and tools of socio-economic research;

LO12 – justify management decisions regarding the effective development of business entities, taking into account goals, resources, constraints, 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, methodological, material, financial and personnel support;

LO18 – justify the choice and successfully apply advanced HR innovations in the economy;

GK1 – the ability to generate new ideas (creativity);

GK3 – the ability to motivate people and move towards a common goal;

GK4 – ability to communicate with representatives of other professional groups at different levels (with experts from other fields of knowledge/types of economic activity);

GK5 – ability to work in a team;

GK6 – ability to develop and manage projects;

SK2 – ability to communicate professionally in the field of economics in a foreign language;

SK4 – ability to use modern information technologies, methods and techniques for researching economic and social processes, adequate to the established research needs;

SK5 – ability to identify key trends in socio-economic and human development;

SK6 – the ability to formulate professional tasks in the field of economics and solve them, choosing appropriate directions and appropriate methods for their solution, taking into account available resources;

SK7 – the ability to justify management decisions regarding the effective

development of business entities;

SK8 – ability to assess possible risks, socio-economic consequences of management decisions;

SK12 – the ability to develop economic systems while adhering to ethical norms and establishing cross-cultural communications in the process of human capital management;

SK14 – the ability to apply HR innovations in the economy.

COURSE CONTENT

Content module 1. Developing HR innovations at the micro level

Topic 1. The essence and role of HR in modern business
1.1. Object, subject, tasks of the course "HR innovations"
1.2. The essence of the concept of "human resources (HR)". The origin of the term "HR", a historical overview of the aspects of its formation. Definition of the concepts of "employees" and "personnel".
1.3. Main HR functions. The main HR functions are defined; their detailed characteristics are presented.
1.4. The role of the HR department in the enterprise. The role and mission of the HR department. The standard composition of the HR service in the enterprise.

Topic 2. Regulatory and legal support for HR
2.1. The essence and objectives of regulatory and legal support for HR. Concept and content of regulatory and legal support in HR. Main objectives of legal regulation in human resource management. Protection of employees' rights and employer responsibilities
2.2. Regulatory and legal instruments in human resource management. National labor legislation. International labor norms and standards. Internal organizational regulations and HR policies
2.3. The role of legal compliance in effective HR management. Importance of legal compliance for HR processes. Reduction of legal risks and labor disputes. Impact of legal regulation on HR management effectiveness

Topic 3. Psychological aspects of HR development
3.1. The essence and importance of psychology in HR development. Definition and role of psychology in managing personnel. Influence of psychological factors on employee motivation and performance. Contribution of psychology to organizational culture and development
3.2. Psychological traits and competencies of employees. Key psychological traits influencing work efficiency (motivation, resilience, adaptability). Importance of emotional intelligence and interpersonal skills. Psychological competencies for teamwork and leadership

3.3. Methods and tools for assessing psychological aspects. Psychological testing and assessment in HR. Employee surveys, interviews, and behavioral observations. Tools for evaluating motivation, satisfaction, and stress levels

3.4. Psychological support and development programs. Employee coaching, mentoring, and counseling. Stress management and well-being initiatives. Programs to enhance engagement, learning, and professional growth

Topic 4. Creativity in the context of HR innovations

4.1. The essence and role of creativity in HR. Definition of creativity and its importance for HR development. Role of creative approaches in solving HR challenges. Contribution of creativity to organizational innovation and competitiveness

4.2. Methods to foster creativity in HR. Brainstorming, design thinking, and collaborative problem-solving. Encouraging innovative thinking through workshops and training. Creating a culture that supports experimentation and idea generation

4.3. Creative HR practices and innovations. Implementation of innovative recruitment, onboarding, and retention strategies. Use of gamification, digital platforms, and AI to enhance HR processes. Examples of creative solutions for employee engagement, motivation, and development

Topic 5. Career management

5.1. The essence and objectives of career management. Definition and importance of career management for employees and organizations. Main goals: employee development, retention, and alignment with organizational strategy. Contribution to personal growth and long-term organizational success

5.2. Career planning and development strategies. Individual career planning: setting goals, assessing skills, and identifying opportunities. Organizational support: mentoring, training, succession planning. Alignment of personal career goals with organizational needs

5.3. Tools and methods for career management. Assessment centers, 360-degree feedback, and performance appraisals. Career counseling, coaching, and development programs. Monitoring and evaluating career progression and skill development

5.4. Challenges and trends in career management. Adapting career management to digital transformation and changing labor markets Managing career expectations of multi-generational workforce. Trends: flexible careers, gig economy, remote and hybrid career paths

Topic 6. Performance management

6.1. The essence and objectives of performance assessment. Interpretation of the term "Performance management" or "PM". The main objectives of personnel performance management.

6.2. Criteria for measuring personnel performance. List of criteria for measuring performance and definition of their essence.

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

6.4. Performance management feedback. Ways to increase performance from the personnel point of view.

Content module 2. Development of HR innovations at the meso and macro levels

Topic 7. Crisis management and change management

7.1. The essence and importance of crisis and change management. Definition of crisis management and change management in organizations. Importance of anticipating, preventing, and responding to organizational crises. Role in maintaining stability, performance, and resilience

7.2. Types and causes of organizational crises. Internal crises: personnel conflicts, financial problems, operational failures. External crises: market fluctuations, economic downturns, technological disruptions. Identification and assessment of risk factors affecting HR and organizational processes

7.3. Strategies and tools for managing change and crises. Crisis response plans, business continuity planning, and contingency measures. Change management models (e.g., Lewin's, Kotter's) and implementation frameworks. Communication strategies, employee engagement, and support during transitions

7.4. HR role in crisis and change management. Supporting employees through coaching, counseling, and training. Facilitating adaptation to new roles, processes, and technologies. Promoting organizational resilience, motivation, and trust during changes

Topic 8. Cross-cultural management

8.1. The essence and importance of cross-cultural management. Definition of cross-cultural management and its role in global organizations. Impact of cultural diversity on communication, teamwork, and decision-making. Importance of cultural awareness for effective HR practices and organizational success

8.2. Cultural dimensions and their influence on HR. Key cultural frameworks. Influence of national and organizational culture on employee behavior and motivation. Managing differences in values, attitudes, and work styles across cultures

8.3. Strategies and tools for effective cross-cultural management. Intercultural training, workshops, and coaching for employees and managers. Adaptation of HR practices to diverse cultural environments. Promoting inclusivity, respect, and collaboration in multicultural teams

Topic 9. Strategic management

9.1. The essence and importance of strategic management. Definition of strategic management and its role in organizational development. Aligning HR strategy with organizational goals and vision. Contribution to long-term competitiveness, growth, and sustainability

9.2. Strategic planning and HR alignment. Development of organizational strategy and HR strategic objectives. Workforce planning, talent management, and succession planning. Ensuring HR practices support business priorities and change initiatives

9.3. Tools and approaches for strategic management. SWOT analysis, PESTEL analysis, and Balanced Scorecard. Strategic performance measurement and KPIs for HR. Continuous monitoring, evaluation, and adjustment of strategic HR initiatives

Topic 10. Knowledge management as an element of HR innovation

10.1. The essence and importance of knowledge management in HR. Definition of knowledge management (KM) and its role in HR innovations. Contribution of KM to organizational learning, innovation, and competitive advantage. Importance of capturing, sharing, and applying knowledge for employee development

10.2. Tools and methods for knowledge management in HR. Knowledge databases, intranets, and digital collaboration platforms. Training programs, mentoring, and communities of practice. Analytics and metrics for measuring knowledge sharing and utilization

10.3. Knowledge management strategies and practices. Developing a culture of continuous learning and knowledge exchange. Integrating KM into HR processes: recruitment, onboarding, performance management

Topic 11. Digital management

11.1. The essence and importance of digital management in HR. Definition of digital management and its role in HR innovations. Contribution of digital tools to efficiency, decision-making, and employee experience. Importance of integrating digital technologies into HR processes

11.2. Digital tools and platforms in HR. HR information systems (HRIS), cloud platforms, and AI-based solutions. Recruitment, onboarding, performance evaluation, and learning management tools. Data analytics for workforce planning, engagement, and performance monitoring

11.3. Strategies for implementing digital HR management. Developing a digital transformation roadmap for HR. Employee training and support for adoption of digital tools. Monitoring, evaluation, and continuous improvement of digital HR processes

Topic 12. Information technologies in the HR innovation system

12.1. The Role of Information Technologies in HR Management. Automation of HR processes. Support for decision-making. Recruitment and talent management. Increasing HR efficiency and innovation.

12.2. Types of Information Technologies in HR Innovation. Communication and engagement platforms. Candidate screening, personalized learning, process automation. Mobile HR apps, cloud-based systems, gamification, interactive training.

The list of practical (seminar) / laboratory 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.	1. Analysis of concepts. 2. Solving cases.
Topic 2. Task 2.	1. Analysis of the regulatory framework. 2. Solving cases.
Topic 3. Task 3.	1. Solving cases. 2. Psychological survey and reflection of results. 3. Creating a list of interview questions 4. Seminar lesson
Topic 4. Task 4.	1. Seminar lesson. 2. Solving tasks to develop creativity.
Topic 5. Task 5.	1. Seminar lesson. 2. Career development tasks. 3. Building a career plan
Topic 6. Task 6.	1. Solving practical performance management tasks. 2. Defining key performance indicators
Topic 7. Task 7.	1. Seminar lesson. 2. Solving crisis management cases 3. Crisis practices
Topic 8. Task 8.	1. Analysis of a cross-cultural situation (case).2. Comparative analysis of cultures 3. Identifying cultural risks
Topic 9. Task 9.	1. Case study on strategic situation analysis. 2. SWOT analysis 3. Formulation of mission and strategic goals
Topic 10. Task 10.	1. Case study "Loss of knowledge" 2. Developing a knowledge management strategy 3. Practical case "Implementation of a knowledge system"
Topic 11. Task 11.	1. Case study "Digital Transformation" 2. Choosing digital management tools 3. Seminar lesson
Topic 12. Task 12	1. Case study "Digitalization of HR processes" 2. HR analytics and decision making 3. Evaluating IT effectiveness in HR

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	Studying lecture material
Topic 1 - 12	Preparation for practical classes
Topic 3, 4, 5, 7, 11	Preparing a presentation
Topic 1-12	Writing test questions
Topic 6, 12	Preparation for tests

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 (lectures (Topic 1-12).
Visual (presentations (Topic 1-12)).
Practical (practical work (Topic 1 - 12), discussion (Topic 3, 4, 5, 7, 11), performing case tasks (Topic 1, 2, 3, 7, 9, 10, 11, 12)).

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 60 points.

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

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: individual research tasks (35 points), current control tests (45 points), written test paper (20 points).

Semester control: Grading.

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

RECOMMENDED LITERATURE

Main

1. Лопатинський Ю. Стратегічне управління людськими ресурсами: навч.-метод. посіб. / Ю. Лопатинський, В. Кіфяк. – Чернівці: Чернівец. нац. ун-т ім. Ю. Федьковича, 2024. – 216 с. (https://archer.chnu.edu.ua/xmlui/handle/123456789/10468)

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 (http://dspace.wunu.edu.ua/handle/316497/45222)

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. (https://dspace.kntu.kr.ua/handle/123456789/12269)

Additional

4. Касьмін Д. С. Інноваційні HR-технології: адаптація персоналу до цифрового середовища / Д. С. Касьмін, Ю. М. Котельникова // Цифрова економіка та економічна безпека. – 2024. - №4 (13). – С. 141–147. http://repository.hneu.edu.ua/handle/123456789/34698

5. Nazarova G. V. Digital maturity and digital transformation in human resources management: Stability vs development / G. V. Nazarova, V. O. Rudenko // Development Management. – 2023. – Vol. 21. - No. 3. – С. 57 – 65. (http://repository.hneu.edu.ua/handle/123456789/30715)

6. Nazarova G. Analysis of tools for evaluating the effectiveness of the personnel adaptation system in the context of the social entrepreneurship / G. Nazarova, E. Stepanova, O. Achkasova and other // Economics of Development. – 2024. - 23(3). – P. 42-55. (http://repository.hneu.edu.ua/handle/123456789/34081)

7. Назарова Г. Цифрові hrm-рішення: інноваційні підходи до управління персоналом / Г. Назарова, Е. Степанова // Управління персоналом у системі менеджменту організацій: тенденції та перспективи розвитку : матеріали Всеукраїнської науково-практичної інтернет-конференції, 22 травня 2025 р. : тези допов. [Електронне видання]. - Львів: Видавництво Львівської політехніки, 2025. - С. 136-137. (https://repository.hneu.edu.ua/handle/123456789/37048)

8. Лебединська О. С. Інноваційні технології оцінювання результативності управлінського персоналу в умовах повоєнної економіки / О. С. Лебединська, О. В. Іванісов, О. В. Ачкасова // Український журнал прикладної економіки та техніки. - 2025. – № 3. – С. 56 – 61. (https://repository.hneu.edu.ua/handle/123456789/37333)

9. Мартіянова М. Цифровізація управління персоналом в Україні / М. Мартіянова, В. Лугова, А. Андрієнко та ін. // From Ideas to Solutions: Innovations

in Science and Technology : Collection of Scientific Papers with the Proceedings of the 2nd International Scientific and Practical Conference, April 21-23, 2025. - London, United Kingdom). European Open Science Space, 2025. – P. 126-130. (https://repository.hneu.edu.ua/handle/123456789/36072)

10. Горбачова І.В. Інновації у HR-менеджменті: сучасні тенденції та системний підхід міжнародних компаній / І.В. Горбачова, О.В. Аксьонова // Вісник економіки УжНУ. Серія «Економіка». — 2024. — № 50 — С. 37-42) URL: http://visnyk-econom.uzhnu.uz.ua/archive/50_2024ua/8.pdf

Informational resources

11. PNS of the discipline "HR innovations". [Electronic resource]. – Access mode: https://pns.hneu.edu.ua/course/view.php?id=12094

12. 10 сучасних методів підбору персоналу URL: https://hurma.work/blog/top-metodiv-suchasnogo-rekrutingu/

13. Тренди HR-автоматизації у 2025 році URL: https://hurma.work/blog/trendy-hr-avtomatyzacziyi/

14. Інновації, адаптація, успіх: шлях HR крізь технологічні зміни URL: https://ua.linkedin.com/pulse/innovate-adapt-succeed-hrs-journey-through-tech?tl=uk