

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ  
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

**"ЗАТВЕРДЖУЮ"**  
Заступник керівника  
(професор з науково-педагогічної роботи)  
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HR менеджмент

**робоча програма навчальної дисципліни**

Галузь знань	усі
Спеціальність	усі
Освітній рівень	перший (бакалаврський) рівень
Освітня програма	усі

Вид дисципліни  
Мова викладання, навчання та оцінювання

вибіркова  
англійська

Завідувач кафедри  
економіки та соціальних наук

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Харків  
ХНЕУ ім. С. Кузнеця  
2020

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

**"APPROVED"**

Deputy Rector  
(Vice-Rector on Scientific and Pedagogical Work)

\_\_\_\_\_ Afanasiev M.V.

\_\_\_\_\_ HR management \_\_\_\_\_

**work program of the discipline**

Branch of knowledge **all**  
Specialty **all**  
Educational level **the first (bachelor) level**  
Educational program **all**

Type of discipline **selective**  
Language of teaching, learning and assessment **English**

Head of the Department  
*economy and social science*

Nazarova Galyna Valentinovna

**Kharkiv  
Simon Kuznets KhNUE  
2019**

APPROVED

on the session of the Economy and Social Science Department  
Protocol № 1 from 27.08.2019

Developer:

Stepanova Eka Raminivna, PhD, associate professor of the Economy and Social  
Science Department

**Letter of renewal and approval of the  
discipline work program**

Academic year	Date of the Department session – department of work program developer	Protocol number	Signature of the head of the department

## 1. Introduction

**Abstract of a discipline:** In order to remain competitive in today's transformational environment, enterprises and organizations need to address one of the most prioritized and strategically oriented problems, namely weak HR management. The main prerequisites for change are aging and under-updating of work potential, reducing the level of hiring and staffing, and overestimating the requirements for candidates for vacant positions. In order to minimize the negative effects of the external economic environment and make the enterprise more efficient, considerable attention should be paid to all aspects of HR management, which are the core of this discipline.

**The purpose of the course:** formation of professional competencies in human resources management at micro, meso and macro levels; mastery of modern techniques of people management; getting a holistic view of HR management; mastery of recruiting skills, career planning; acquisition of skills for conducting business trainings and mastering the features of their evaluation.

Course	<b>3</b>	
Semester	<b>2</b>	
Number of credits ECTS	<b>5</b>	
Lecture classes	<b>lectures</b>	<b>32</b>
	<b>seminars, practical</b>	<b>32</b>
Independent work		<b>86</b>
Form of final control	<b>credit</b>	

### Structural and logical scheme of the discipline:

Previous disciplines	The following disciplines
International Economics	Creative Economics and Management
Political economy	Personnel accounting and analysis
Microeconomics	Global economy
Macroeconomics	Strategic management
Labor economy	
Social economy and politics	
Personnel management	

### 2. Competencies and learning outcomes of the discipline:

Competencies	Learning outcomes
Ability to manage and adjust the state of their psyche, manage emotions, stress resistance;	Introduce up-to-date employment and recruitment trends;
Ability to solve problems and work in unusual situations;	Ability to plan your own career;
Creativity and capacity for innovation;	Ability to analyze and plan work;
Ability to manage self-motivation and encourage employees to pursue careers;	To analyze relationships in the team and their further development;

Focus on the synthesis of quality and speed of the actions performed;	Skills to conduct business training and use the basics of gamification in personnel management;
Formation of a high degree of responsibility;	Ability to set priority personal and strategic goals of the enterprise by using the methodology of Performance Management;
Propensity for logically reasonable risk;	Ability to synthesize knowledge from one area to another and create new knowledge;
Ability to provide necessary and important information;	Convince people, organize them, lead them, instill confidence;
Ability to choose the optimal path of staff development;	Introduce and use compensation, incentive and incentive systems for remuneration.
Ability to build an active personnel policy of the organization;	
Ability to recruit staff and take measures to adapt employees in the enterprise;	
Use modern recruitment and selection techniques for vacant positions in the organization	

### 3. The discipline program

#### 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 taken into account 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.

## **3. Procedure for evaluating learning outcomes**

The system of assessment of students' competences takes into account the types of classes that, according to the curriculum of the discipline, include lectures, seminars, practical classes, as well as the performance of independent work. Assessment of students' competences is made using a 100-point grade system. In accordance with the Provisional

Regulation "On the procedure for evaluating the learning outcomes of students on the cumulative scoring system" KhNUE, control measures include:

current control, which is carried out during the semester during lectures, practicals, seminars and is estimated by the sum of points scored (maximum amount - 60 points; minimum amount that allows a student to take the exam - 35 points);

module control, conducted in the form of a colloquium as an intermediate mini-exam at the initiative of the teacher, taking into account the current control for the relevant content module and aims at an *integrated* assessment of the student's learning results after learning the material from the logically completed part of the discipline - the content module;

final / semester control, conducted in the form of a semester exam, according to the schedule of the educational process.

The procedure for ongoing assessment of students' knowledge. Assessment of student's knowledge during seminars and practical classes and individual tasks is carried out according to the following criteria:

understanding, degree of understanding of the theory and methodology of the problems under consideration;

the degree of mastering the actual material of the discipline;

familiarization with the recommended literature as well as up-to-date literature on the issues under consideration;

ability to combine theory with practice in considering production situations, solving problems, making calculations in the process of performing individual tasks and tasks presented for consideration in the audience;

logic, structure, style of presentation of material in written works and in performances in the audience, ability to substantiate their position, to generalize information and draw conclusions;

arithmetic correctness of performance of individual and complex calculation task;

the ability to critically and independently evaluate specific issues; ability to explain alternative views and the presence of their own point of view, position on a certain problematic issue;

application of analytical approaches; quality and clarity of reasoning;

logic, structuring and validity of conclusions about a specific problem; independence of work performance;

literacy of the material; the use of methods of comparison, generalization of concepts and phenomena; design work.

The general criteria for evaluating students' extra-curricular independent work are: depth and strength of knowledge, level of thinking, ability to systematize knowledge on separate topics, ability to make sound conclusions, possession of categorical apparatus, skills and techniques for performing practical knowledge, to carry out its systematization and processing, self-realization at practical and seminar classes.

**The final control** of knowledge and competences of students in the discipline is based on the credit, the task of which is to check the student's understanding of the program material in general, the logic and relationships between individual sections, the ability to creatively use the accumulated knowledge, the ability to formulate their attitude to a particular problem of the discipline etc.

The credit score is scored in points (maximum score is **100 points**, minimum score is 60 points) and is placed in the appropriate column of the exam " Success Statement".

A student should be **considered as certified** if the sum of the points obtained on the results of the final / semester examination is equal to or exceeds **60**. The final grade for the course is calculated taking into account the points obtained during the exam and the points obtained during the current system control. The total score in semester points is: "60 or more points are counted", "59 and less points are not counted" and are recorded in the academic record " Success Statement " .



Submission of the final evaluation is carried out on the scale given in table.

### Grading scale: national and ECTS

Sum of points for all kinds of educational activity	Grade ECTS	Grade on national scale	
		for exam, course project (work), practice	for credit
90 – 100	A	Excellent	Accepted
82 – 89	B	Well	
74 – 81	C		
64 – 73	D	Satisfactorily	
60 – 63	E		
35 – 59	FX	Unsatisfactorily	Not Accepted
1 – 34	F		

The distribution of points by week according to the technological map is given in table.

### Distribution of grades by week

Content module topics			Lectures	Practical training	Seminars	Essay	Colloquium	Totally
Content module 1. Managing the Internal and External Environment	<b>Topic 1.</b> HR management: definitions and main functions	1 week	1	3				4
	<b>Topic 2.</b> The Analysis and design of work	2 week	1	3				4
	<b>Topic 3.</b> HR planning and recruitment	3 week	1	3				4
	<b>Topic 4.</b> Selection and Placement	4 week	1	3	3			7
	<b>Topic 4.</b> Selection and Placement	5 week	1	3				4
	<b>Topic 5.</b> Training and development	6 week	1	3				4
	<b>Topic 5.</b> Training and development	7 week	1	3				4
	<b>Topic 6.</b> Performance Management	8 week	1				10	11
Content module 2. Acquiring, Developing and Compensating Human Resources	<b>Topic 7.</b> Employee relations	9 week	1	3	3			7
	<b>Topic 8.</b> Employee separation and retention	10 week	1	3				4
	<b>Topic 8.</b> Employee separation and retention	11 week	1	3				4
	<b>Topic 9</b> Leadership	12 week	1	3	3			7
	<b>Topic 9</b> Leadership	13 week	1	3				4
	<b>Topic 10.</b> Career Management	14 week	1	3	3			7
	<b>Topic 11.</b> Pay Structure Decisions and Individual Contribution	15 week	1	3				4
	<b>Topic 12.</b> Employee benefits <b>Topic 13.</b> Strategic HR-management	16 week	1			10	10	21
<b>Totally</b>		16	42	12	10	20	100	

## 5. Recommended Literature

### Main

1. Аширов Д.А. Управление персоналом. / Д.А. Аширов. – М.: Московский международный институт эконометрики, информатики, финансов и права, 2003. – 135 с.
2. Никифоренко В.Г. Управління персоналом: Навчальний посібник. 2-ге видання, виправлене та доповнене / В.Г. Никифоренко. – Одеса: Атлант, 2013. – 275 с.
3. Танаев В. М. Практическая психология управления / В.М. Танаев, И.И. Карнаух. –М.: АСТ-ПРЕСС КНИГА, 2004. – 304 с.
4. Щёкин В.Г. Теория и практика управления персоналом: учебно-методич. пособие / В.Г. Щёкин. – 2-е изд., стереотип. – К.: МАУП, 2003. – 280 с.

### Additional

5. Концепция Business Performance Management: начало пути / Е.Ю. Духонин, Д.В. Исаев, Е.Л. Мостовой и др.; Под ред. Г.В. Генса. – М.: Альпина Бизнес Букс, 2004. – 269 с.
6. Румянцева З.П. Общее управление организацией. Теория и практика: Учебник / З.П. Румянцева. – М.: ИНФРА-М, 2007. – 304 с.
7. Senyucel Z. Managing the Human Recourse in the 21st century / Z. Senyucel. – Ventus Publishing ApS, 2009. – P.77
8. Timms P. HR2025 – Human Recourse management in the Future / P. Timms // 1st book. 1st edition. – The eBook company, 2013. – P. 49
9. Wittenkamp C. Building Bridges across Cultural Differences: Why don't I follow your norms / C. Wittenkamp // 1st edition. – The eBook company, 2014. – P. 101.