Ministry of Education and Science of Ukraine
Sumy National Agrarian University
Faculty of Economics and Management
Department of Management named after Professor L.I. Mikhailova

PROJECT

Work programme (syllabus) of the educational component

HUMAN RESOURCE MANAGEMENT

Speciality	073 Management
Educational Programme	**Management**
Higher Education Level	**First (Bachelor's) level**

Sumy – 2024

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Reviewed, approved and adopted at a meeting of the Department of Management named after Professor L.I. Mikhailova			
	Head of Department	_____ (signature)	(surname, initials))

Approved:

Guarantor of the educational programme   Nataliya STOYANETS

Information on the revision of the work programme (syllabus):

Academic year in which changes are introduced	Supplement number to the work programme describing changes	Changes considered and approved		
		Date and protocol number of the Department meeting	Head of the Department	Guarantor of the Educational Programme

1. GENERAL INFORMATION ABOUT THE EDUCATIONAL COMPONENT

1	Name of EC	Human Resource Management
2	Faculty / Department	Faculty of Economics and Management / Department of Management named after Professor L.I. Mykhailova
3	Status of EC	Compulsory
4	Programme / Speciality	Educational and Professional Programme "Management" / Speciality 073 "Management" / _____ year of intake
5	EC can be proposed (electives)	-
6	Semester and duration	6th semester, 15 weeks
7	ECTS Credits	5

8	Total hours and distribution	Contact work (classes)						Independent work	
		Lectures		Practical/ seminars		Laboratory work		Independent work	
		full-time	part-time.	full-time	part-time.	full-time	part-time.	full-time	part-time.
		46	14	30	10	-	-	74	126

9	Language of education	English
10	Lecturer	Khromushyna Lyudmyla, PhD in Economics, Associate Professor of the Department of Management named after Professor L.I. Mikhailova Consultation hours – every Tuesday at 12:15 p.m., room 303e
10.1	Contact information	lkhromushyna@gmail.com SNAU, Faculty of Economics and Management building, room 303e
11	General description of the educational component	The educational component "Human Resource Management" belongs to a cycle of components that shape the profile of future specialists, equipping them with the fundamentals of human resource management theory and practice. ensures that future specialists acquire a set of theoretical knowledge and practical skills for developing and implementing personnel policy in modern organisations, rationally selecting employees for positions and forming an effective work team, evaluating and developing employees, as well as purposefully utilising their potential. The task of studying the educational component is to provide applicants with knowledge on the formation of personnel policy and the personnel management system of the organisation; management of the social development of the work team; application of modern approaches to determining personnel needs, organising the recruitment and selection of employees for positions and forming a successful team; evaluation and professional development of employees, as well as the targeted use of their potential.
12	The aim of the educational component	The aim of the educational component. To provide students with a system of knowledge about the content of HR management in enterprises and organisations, and to teach them the basics of HR management theory, methodology and practice in the context of modern challenges and trends.

13	Prerequisites for study, connection with other educational components of the EP	1. The educational component is based on the study of the educational component "Management". 2. The educational component is the basis for studying the educational component "Leadership and Communication in Management".
14	Academic Integrity Policy	When completing individual assignments and undergoing interim and final assessments, applicants must adhere to the rules of academic integrity set out in the "Code of Academic Integrity of the SNAU" and the "Regulations on the Prevention and Detection of Academic Plagiarism at the Sumy National Agrarian University" (approved by the Academic Council of SNAU No. 6 of 26 December 2017). In particular, for violating the rules of academic integrity (in one form or another, as provided for by the Code) while studying EC, persons studying at the university may be subject to such forms of liability as: − retaking the assessment; − retaking the course; − warning; − reprimand; − expulsion from the university; (Part 5 of Article 48 of the draft Law) Any violation of the Code of Academic Integrity by any participant in the educational process (student or teacher) must be reported to the Academic Integrity Council in accordance with the procedure specified in the Code (Section 4). In order to prevent plagiarism, individual assignments are formulated and completed in the form of essays, individual practical assignments and assignments for independent completion, which make compilation and plagiarism impossible.
15	Keywords	Personnel, human resources, personnel management, staffing, HR management

2. LEARNING OUTCOMES FOR THE EDUCATIONAL COMPONENT AND THEIR RELATIONSHIP TO THE PROGRAMME LEARNING OUTCOMES

Learning outcomes for the EC: After completing the educational component, the applicant is expected to be able to...	Programmatic learning outcomes targeted by the EC					How DLO are assessed
	PLO 3	PLO 8	PLO 9	PLO 10	PLO 14	
DLO 1. Understand the meaning of human resource management in the organisation's management system; know the methods and modern concepts of human resource management; demonstrate skills in forming the organisation's human resource management strategy and policy; analyse the composition and structure of personnel; navigate the human resource management resource provision system.	x					Multiple choice tests; practical tasks.
DLO 2. Demonstrate skills in personnel planning, professional selection and management of personnel adaptation; analyse and evaluate personnel movement and availability	x	x				Multiple choice tests; practical tasks.
DLO 3. Demonstrate skills in personnel development management; organise the process and carry out personnel assessment; understand the content of labour activity regulation and demonstrate skills in its documentary support.		x				Multiple choice tests; practical tasks.
DLO 4. Know the basics of personnel service activities and demonstrate personnel record-keeping skills; ensure the effective use of staff working time; understand the mechanism and demonstrate skills in forming a staff motivation system.			x	x		Multiple choice tests; practical tasks.
DLO 5. Form the organisation's team and ensure its development, taking into account socio-psychological aspects; understand and be able to resolve conflicts; create conditions for social partnership; understand and demonstrate skills in the use of outsourcing, leasing and outstaffing of personnel; ensure and evaluate the effectiveness of personnel management.			x		x	Multiple choice tests; practical tasks.

PLO 3. Demonstrate the knowledge of theories, methods and functions of management, modern leadership concepts.

PLO 8. Apply management methods to ensure the effectiveness of the organization.

PLO 9. Demonstrate the skills of interaction, leadership, and command work.

PLO 10. Have a skill to substantiate effective instruments to motivate the personnel of the organization

PLO 14. dentify the reasons for stress, adapt yourself to the team members to a stress situation, and find means to neutralize it.

3. CONTENTS OF THE EDUCATIONAL COMPONENT (ACADEMIC DISCIPLINE PROGRAMME)

Topic. List of questions to be covered within the topic	Distribution within the overall time budget								Recommended reading
	Classroom work						Independent work		
	Lectures		Practical/ seminars		Laboratory work				
	full-time	part-time.	full-time	part-time.	full-time	part-time.	full-time	part-time.	
Topic 1. Theoretical foundations of human resource management. 1. Subject, purpose, objectives and functions of human resource management. 2. Organisation of work, object and subjects of human resource management. 3. Methods of human resource management in an organisation. 4. Modern concepts of human resource management in an organisation.	2	2	1	-	-	-	3	4	1, 3
Topic 2. Human capital management in the human resource management system. 1. Human capital as an object of management. 2. Goals, objectives and functions of human capital management at the organisational level. 3. Features of human capital management at the organisational level.	2	-	1	-	-	-	4	7	2, 3
Topic 3. Strategy and policy of personnel management in an organisation. 1. The concept of human resource management strategy and its features. 2. The essence, types and features of the formation and implementation of human resource management policy in an organisation.	2	-	2	2	-	-	4	6	1, 2

3. Actions of a human resource manager under different organisational strategies. 4. HR strategies to support the sustainable development of an organisation.									
Topic 4. Composition and structure of personnel. 1. Enterprise personnel, its main features and characteristics. 2. Classification of personnel according to their participation in the management and production process. 3. Structure of personnel by profession, specialisation, qualification, and educational level.	2	2	2	-	-	-	4	6	1, 3
Topic 5. Resource support for the personnel management system. 1. System of regulatory and legal support for personnel management. 2. Scientific and methodological support for personnel management. 3. Information base for personnel management. 4. Personnel and material and technical support for the personnel management system.	2	-	-	-	-	-	4	6	1, 3
Topic 6. Personnel planning and recruitment in organisations. 1. The essence, purpose and objectives of personnel planning and recruitment. 2. Types of personnel planning. Determining an organisation's personnel needs. 3. The role of the labour market in personnel recruitment.	2	1	2	2	-	-	3	4	2, 3
Topic 7. Professional personnel selection. 1. The essence of	2	1	1	1	-	-	3	4	1, 3

professional personnel selection. 2. Methods of professional personnel selection and their characteristics. 3. The procedure for hiring personnel.									
Topic 8. Personnel selection based on recruitment. 1. The essence of recruitment. 2. Strategies and technologies used by recruitment agencies. 3. The main stages of recruitment/	2	-	1	-	-	-	3	6	1
Topic 9. Adaptation of enterprise personnel. 1. The concept of adaptation and its types. 2. Stages of adaptation. 3. Management of adaptation of enterprise employees. 4. Evaluation of adaptation results.	2	2	2	1	-	-	3	4	1, 3
Topic 10. Personnel turnover. 1. Personnel turnover as an object of analysis and evaluation. 2. Approaches to the analysis and assessment of personnel movement indicators. 3. Analysis of the enterprise's staffing levels.	2	-	2	1	-	-	3	6	2, 3
Topic 11. Personnel development. 1. The essence and objectives of professional personnel development. 2. The personnel development system in an organisation. 3. Evaluating the effectiveness of personnel assessment and development.	2	2	1	1	-	-	3	3	2, 3
Topic 12. Technologies for developing an	2	-	1	-	-	-	3	6	1, 3

organisation's personnel. 1. Characteristics of modern technologies for the professional development of an organisation's personnel. 2. Management of employees' business careers. 3. Formation and development of a personnel reserve.									
Topic 13. Personnel assessment in organisations. 1. The essence, tasks and types of personnel assessment systems. 2. Methodological approaches to personnel assessment. 3. The main stages of the personnel assessment process.	2	2	2	2	-	-	4	4	2, 3
Topic 14. Regulation of personnel work activities. 1. The need to regulate labour relations. Staffing table. 2. Creating conditions for personnel work activities. 3. Documentary support for the regulation of personnel work activities.	2	-	-	-	-	-	4	6	1, 3
Topic 15. Personnel service and personnel records management. 1. The essence, tasks and areas of work of an organisation's personnel service. 2. Structure, types and organisation of personnel service activities. 3. The role, functions and tasks of the head of the personnel service. 4. Personnel records management.	2	-	2	-	-	-	3	7	2, 3
Topic 16. Management of staff working time. 1. Working time as an object of management. Legislative regulation of working time.	2	-	2	-	-	-	3	7	2, 3

2. Working time regimes. 3. Classification of working time expenditure. 4. Mechanism for managing working time.									
Topic 17. Motivation and incentives for staff. 1. The essence of motivation and incentives for staff. 2. Methods of staff motivation. 3. Remuneration as a form of material incentive for staff. 4. Staff motivation programmes in organisations.	2	2	2	-	-	-	3	5	3
Topic 18. Formation of an organisational team. 1. The concept and significance of a team in personnel management. 2. Structure and stages of team development.	2	-	2	-	-	-	2	6	2, 3
Topic 19. Socio-psychological aspects of personnel management. 1. Psychological methods of managing a work team. 2. The communication process. 3. Stress factors and managing them. Stress resistance. 4. Stress management.	2	-	1	-	-	-	3	6	3
Topic 20. Conflict management. 1. Concepts, types and forms of conflict. 2. Causes, functions and consequences of conflict in an organisation. 3. The role of a manager in a conflict situation. Parties to a conflict. 4. Tools, procedures and methods of conflict management.	2	-	1	-	-	-	3	6	1, 2
Topic 21. Social partnership in an organisation. 1. The essence of social	2	-	-	-	-	-	3	5	2, 3

partnership. 2. Parties to social partnership. 3. Principles of social partnership. 4. Foreign experience and the regulatory framework for social dialogue.									
Topic 22. Use of outsourcing services, leasing and outstaffing of personnel. 1. The concept of outsourcing. Prerequisites for the use of outsourcing services by organisations. 2. The concept of personnel leasing and prerequisites for its use by organisations. 3. Outstaffing as a technology for removing personnel from the organisation's staff.	2	-	1	-	-	-	3	6	1, 2, 3
Topic 23. Effective personnel management. 1. The essence and factors of effective personnel use. 2. Methodological approaches to analysing and evaluating the effectiveness of personnel use. 3. General assessment of the effectiveness of personnel use.	2	-	1	-	-	-	3	6	2, 3
Total	**46**	**14**	**30**	**10**	**-**	**-**	**74**	**126**	

4. TEACHING AND LEARNING METHODS

DLO After completing the educational component, the applicant will be expected to be able to...	Teaching methods (work to be carried out by the teacher during <u>classroom sessions</u>, consultations)	Hours	Teaching methods (what types of learning activities should be performed <u>independently</u> by the applicant)	Hours
DLO 1. Understand the meaning of human resource management in the organisation's management system; know the methods and modern concepts of human resource management; demonstrate skills in forming the organisation's human resource management strategy	Lecture, thematic discussion, explanation, practical exercise.	16/6	Review of theoretical material.	19/29

and policy; analyse the composition and structure of personnel; navigate the human resource management resource provision system.				
DLO 2. Demonstrate skills in personnel planning, professional selection and management of personnel adaptation; analyse and evaluate personnel movement and availability	Lecture, thematic discussion, explanation, practical exercise.	18/9	Review of theoretical material.	15/24
DLO 3. Demonstrate skills in personnel development management; organise the process and carry out personnel assessment; understand the content of labour activity regulation and demonstrate skills in its documentary support.	Lecture, thematic discussion, explanation, practical exercise.	12/7	Review of theoretical material. Introduction to the regulatory framework governing labour activities.	14/19
DLO 4. Know the basics of personnel service activities and demonstrate personnel record-keeping skills; ensure the effective use of staff working time; understand the mechanism and demonstrate skills in forming a staff motivation system.	Lecture, thematic discussion, explanation, practical exercise.	12/2	Review of theoretical material. Introduction to examples of personnel documentation and personnel record keeping.	9/19
DLO 5. Form the organisation's team and ensure its development, taking into account socio-psychological aspects; understand and be able to resolve conflicts; create conditions for social partnership; understand and demonstrate skills in the use of outsourcing, leasing and outstaffing of personnel; ensure and evaluate the effectiveness of personnel management.	Lecture, thematic discussion, explanation, practical exercise.	18/0	Review of theoretical material.	17/35
Total		**76/24**		**74/126**

5. ASSESSMENT BY EDUCATIONAL COMPONENT

5.1. Diagnostic assessment (if necessary)

5.2. Sumative assessment

5.2.1. The following is provided for assessing expected learning outcomes

№	Methods of summative assessment	Points / Weight in overall assessment	Date of compilation
1.	Completion of practical tasks. Module 1: topics 1-11 Module 2: topics 12-23	20 points / 20 % 20 points / 20 %	Week 7 Week 15
2.	Multiple choice tests. Module 1: topics 1-11 Module 2: topics 12-23	15 points / 15 % 15 points / 15 %	Week 7 Week 15
3.	Examination (written): two theoretical questions and a practical task	30 points /30 %	According to the session schedule

5.2.2. Assessment criteria

Component	Unsatisfactory	Satisfactory	Good	Excellent
Completion of practical tasks.	*< 12 points*	*12-15 points*	*16-17 points*	*18-20 points*
	Requirements for the task not completed	*Most of the requirements have been met, but some components are missing or insufficiently disclosed.*	*All task requirements have been fulfilled..*	*All task requirements were fulfilled, and the results were presented during a general discussion.*
Multiple choice tests	*< 8 points*	*8-10 points*	*11-13 points*	*14-15 points*
	< 10 correct answers	*10-12 correct answers*	*13-16 correct answers*	*17-20 correct answers*
Exam (based on tickets)	*< 20 points*	*20-24 points*	*25-27 points*	*28-30 points*
	Requirements for the task not completed	*Most of the tasks have been completed, but some components are missing or insufficiently developed.*	*All tasks have been completed, with some inaccuracies and errors.*	*All tasks have been completed in accordance with the requirements, and the answers are well-founded.*

5.3. Formative assessment:

To assess current progress in learning and understand areas for further improvement, the following is provided for:

№	Elements of formative assessment	Date
1	Verbal feedback from the teacher during practical tasks	constantly
2	Verbal feedback from the teacher during independent work	constantly
3	Written feedback from the teacher after completing multiple-choice tests	7 weeks, 15 weeks

6. EDUCATIONAL RESOURCES (LITERATURE)
6.1. Main sources
6.1.1. Textbooks, manuals

1. Barkas, N. G. (2024). *Human resource management: A contemporary approach*. BC campus Open Education. https://opentextbc.ca/humanresourcemanagement/

2. Royer, C. S. (2022). *Strategic human resource management*. OER Commons. https://www.oercommons.org/authoring/65431-strategic-human-resource-management

3. University of Minnesota. (2023). *Human resource management*. Open Textbook Library. https://open.umn.edu/opentextbooks/textbooks/71

6.1.2. Methodological support

1. Human Resource Management: lecture notes for third-year students majoring in 073 (D3) "Management" at the first (bachelor's) level of higher education in full-time and part-time forms of study / compiled by L.A. Khromushyna. Sumy, 2026. 100 p.

2. Human Resource Management: methodological guidelines for conducting practical classes for third-year students majoring in 073 (D3) "Management" of the first (bachelor's) level of higher education in full-time and part-time forms of study / compiled by Sumy, 2026. 45 p.

3. Human Resource Management: methodological guidelines for independent work and completion of individual assignments for third-year students majoring in 073 (D3) "Management" at the first (bachelor's) level of higher education in full-time and part-time forms of study / compiled by L.A. Khromushyna. Sumy, 2026. 20 p.

6.1.3. Other sources

1. Ukrstat. URL: https://stat.gov.ua/en

2. Classification of professions DK 003:2010. URL: https://zakon.rada.gov.ua/rada/show/va327609-10?lang=en#Text

6.2. Additional sources

1. Career Paths. Human Resources: Student's Book. Express Publishing. URL: https://www.expresspublishing.co.uk/en/career-paths-human-resources-students-book-with-digibooks-app

6.3 Software

1. Web 2.0 software: Google Cloud & Docs – for providing teaching materials, communicating with students, and posting assignments.

2. Moodle 3.11 distance learning system software – for organising distance learning for students (access to teaching and methodological materials, communication with the teacher, various types of assessment).

3. Zoom Video Communications, Inc. v. 5.6.1 software – for organising training via video conferencing (if necessary).

4. Microsoft Office Excel software – for creating training materials.