



## Syllabus Course Program



# Human resource management

### Specialty

073 – Management

### Institute

Institute of Education and Science in Economics, Management and International Business

### Educational program

Management of Organizations and Administration

### Department

Management (204)

### Level of education

Bachelor's level

### Course type

Educational and Professional

### Semester

4

### Language of instruction

English/Ukrainian

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## Lecturers and course developers



### Nataliia Shmatko

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Doctor of Economics Science, Professor, Professor of Management Department (NTU "KhPI")

Authored and co-authored over 120 scientific publications. Courses: " Business communications ", " Human resource management and organizational behavior ", " Organizational behavior ", " Concepts of sustainable development ", " Human Resource Management "

[More about the lecturer on the department's website](#)

## General information

### Summary

The course considers the principles and methods associated with effective personnel management. It covers all aspects of personnel selection and placement, evaluation and training, ensuring the purposeful use of personnel in business. In this course students will learn how to develop and implement personnel policy in modern organizations. The vehicle for achieving this is the preparation of a course project based on the enterprise that students have selected.

### Course objectives and goals

This course aims at delivering basic HRM concepts in order for the students to attain and to exhibit a general understanding of a set of HRM functions. These mainly include human resource planning and the strategic role of HRM in organizations, staffing the organization, training and development, motivating and finally maintaining the organizational members and HRM practices.

### Format of classes

Lectures, workshops, case study, consultations. Final control in the form of an exam.

### Competencies

GC03. Ability to abstract thinking, analysis, synthesis.

GC04. Ability to apply knowledge in practical situations

GC05. Knowledge and understanding of the subject area and understanding professional activity  
GC9. Ability to learn and master modern knowledge.  
GC10. Ability to conduct research at an appropriate level.  
GC11. Ability to adapt and act in a new situation.  
GC13. Appreciation and respect for diversity and multiculturalism.  
GC15. The ability to act on the basis of ethical considerations (motives).  
SC06. The ability to act in a socially responsible and conscientious manner.  
SC07. The ability to choose and use modern tools of management.  
SC09. The ability to work in a team and to establish interpersonal interaction when solving professional tasks.  
SC11. The ability to create and organize effective communication in the process of management.  
SC13. To understand the principles and rules of law and to use them in the professional activity.  
SC14. To understand the principles of psychology and to use them in the professional activity.  
SC15. The ability to develop and demonstrate leadership qualities and behavioral skills.

### **Learning outcomes**

LO03. Demonstrate knowledge of theories, methods, and functions management, modern concepts of leadership.  
LO04. Demonstrate problem-solving skills and justification of management decisions.  
LO05. Describe the content of functional areas of activity organizations.  
LO08. Apply management methods to ensure efficiency of the organization.  
LO09. Demonstrate interaction, leadership, team skills work  
LO10. Have the skills to justify effective tools motivation of the organization's personnel.  
LO11. Demonstrate situation analysis and implementation skills communication in various areas of the organization.  
LO 13. To communicate in oral and written forms in the official language of Ukraine and foreign languages.  
LO 14. To identify the causes of stress, to adapt oneself and the team members to a stressful situation, to find means to its neutralization.  
LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.

### **Student workload**

The total volume of the course is 180 hours (6 ECTS credits): lectures - 32 hours, Workshops - 32 hours, self-study - 116 hours.

### **Course prerequisites**

To successfully complete the course, you must have knowledge and practical skills from the following disciplines: Higher mathematics, Economic informatics, Marketing.

### **Features of the course, teaching and learning methods, and technologies**

Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, student-peer feedback, problem-based learning.

## **Program of the course**

### **Topics of the lectures**

#### **Topic 1. Introduction to the course**

What is HRM and why is it important? Management trends shaping HRM, The new HR managers

#### **Topic 2. Human Resources Management. Strategy and Analysis**

Strategy and Analysis, HR as a profit center, Types of Strategies

#### **Topic 3. Recruitment**

Placement and Talent Management , Job analysis, job descriptions and job specification

#### **Topic 4. Workforce planning**

Forecasting HR needs, Sources for candidates, Effective Recruitment

**Topic 5. Employee Testing and Selection**

Types of tests, Work samples and simulations, Background investigation and other selection methods.

**Topic 6. Interviewing Candidates**

Basic types of interviews, errors, How to design and conduct effective interviews

**Topic 7. Orientation**

Employee Training, Implementing and evaluating training and development programs.

**Topic 8. Performance Management**

Performance Appraisal techniques for appraising performance

**Topic 9. Employee Engagement and Career Development**

Actions that foster engagement, careers today, Psychological contract, Career management systems

**Topic 10. Compensation**

Establishing Strategic Pay Plans, Job evaluation methods

**Topic 11. Pay for performance and financial incentives**

Money's role in motivation, Individual employee incentive and recognition programs

**Topic 12. Benefits and services**

Flexible benefit programs, Works Ethics, Employee Disciplining, Exit interview, Employee Assistance Programs

**Topic 13. Employee safety and health**

Workplace well-being

**Topics of the workshops**

**Topic 1. Human Resources Management. Strategy and Analysis**

Case study, SWOT-analyses.

**Topic 2. Job analysis**

Case study.

**Topic 3. Workforce planning**

Case study.

**Topic 4. Job evaluation**

Case study

**Topic 5. HRM and workplace safety and health practices company evaluation**

Students expected to analyze the company practices regarding the ways in which workplace safety and health practices are managed through human resource management

**Topic 6. Diversity management practices and company evaluation**

Students expected to analyze the company practices regarding the ways in which diversity through HRM is managed

**Topic 7. HRM PEST Analysis**

Case study

**Topic 8. Compensation**

Case study

**Topic 9. Pay for performance and financial incentives**

Case study

**Topic 10. Benefits and services**

Case study

**Topic 11. Employee safety**

Case study

**Topic 12. Employee health**

Case study

**Topic 13. Career Management**

Case study

**Topics of the laboratory classes**

Laboratory work within the discipline is not provided.

## Self-study

The course involves the implementation of a course project that consists of two parts: theoretical and practical. The result of the project is drawn up in a written report. Students are also recommended additional materials (videos, articles) for independent study and analysis.

## Course materials and recommended reading

Gary Dessler (2020) Human Resource Management, 16th Edition Pearson.

Ulrich, D (1997) Human resource champions: the next agenda for adding value and delivering results, Harvard Business School Press

Brockbank, W., Ulrich, D., et al.(2012) HR from the Outside In: Six Competencies for the Future of Human Resources

Lepeyko T., O. Myronova (2010). Personnel management in conditions of uncertainty (Behavioral approach): monograph.

Armstrong M. (2010). Armstrong's Human Resource Management Practice: A Guide to People Management. Kogan Page.

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

Exam: multiple choice questions.

Current assessment: 2 quizzes and a course project (20% each).

### Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management. Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

**Head of the department**  
Olena Prokhorenko

Date, signature

**Guarantor of the educational program**  
Olena Linkova

