



Syllabus Course Program



Human resource management and organization behavior

Specialty

073 – Management

Institute

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

Educational program

Business administration

Department

Management (204)

Level of education

Master's level

Course type

Educational and Professional

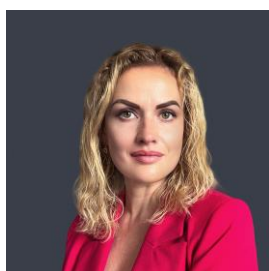
Semester

9

Language of instruction

English/Ukrainian

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 and organization behavior. 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 and how form the correct policy regarding organizational behavior in the organization. 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. The course ends with an assessment

Competencies

GC1. Ability to conduct research at the appropriate level;

GC2. Ability to communicate with other representatives

professional groups of different levels (with experts from other fields knowledge/types of economic activity);
GC4. Ability to motivate people and move towards a common goal;
GC6. Ability to generate new ideas (creativity);
GC7. Ability to abstract thinking, analysis and synthesis
SC1. Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards;
SK2. Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans;
SC5. Ability to create and organize effective communications in the management process;
SC7. Ability to develop projects, manage them, show initiative and entrepreneurship;
SC9. Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation
SC1.1. Ability to develop the organization's business strategy and functional strategies for the main strategic business areas
SC1.2. The ability to choose an effective strategic advantage according to the external environment and the internal environment of the company.

Learning outcomes

LO01. Critically consider, select and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions;
LO03. Design effective management systems of organizations;
LO04. Justify and manage projects, generate business ideas;
LO05. Plan the activities of the organization in strategic and tactical sections;
LO11. To ensure personal professional development and planning of own time;
LO12. Be able to delegate authority and management of the organization (subdivision);
LO1.1. Demonstrate skills in forming the organization's business strategy
LO1.2. Be able to determine the most effective functional strategies of the organization
LO1.3. Be able to conduct complex business diagnostics of the enterprise

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, Workshops - 16 hours, self-study - 72 hours.

Course prerequisites

To successfully complete the course, you must have knowledge and practical skills from the following disciplines: Management of organizations, Strategic change management, Project management.

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, Work Ethics, Employee Disciplining, Exit interview, Employee Assistance Prog

Topic 13. Employee safety and health

Workplace well-being

Topic 14. Conceptual foundations of organizational behavior

Organizing forces of organizational behavior, historical aspect of the development of organizational behavior management, concepts of management, which are based on organizational behavior.

Topic 15. Management of organizational behavior in the organization

Requirements for managers, features of informal group management, delegation of authority

Topic 16. Management of communications and conflicts in the organization

Communications in management, Conflicts in organizations

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 management of diversity through HRM

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.
Lepeyko T. I. (2013). Organizational behavior: study guide / T. I. Lepeiko, S. V. Lukashev, O. M. Myronova. – Kh.: Ed. Khneu, 2013. – 156 p.

Assessment and grading

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

Exam: multiple choice questions.

Current assessment: 2 quizzes and esse (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

Head of the department
Olena PROKHORENKO

Guarantor of the educational program
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