

Work programme of the course:

Course title	HUMAN RESOURCE MANAGEMENT
Level of higher education (degree)	FIRST (BACHELOR)
Field of study	07 MANAGEMENT AND ADMINISTRATION
Major	073 MANAGEMENT
Program subject area	MANAGEMENT (ENGLISH)
Status of the discipline	Compulsory
Mode of studies	FULL-TIME, PART-TIME, E-LEARNING
Total number of hours/ ECTS credits	150 HOURS /5 ECTS CREDITS
Language of instruction	ENGLISH
Lecturer	NAUMOVA OLENA OLEKSANDRIVNA ASSOC. PROF., PH.D.
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1. Brief summary of the course

Understanding the human aspect of organizations is pivotal for their overall performance and effectiveness. As organizations undergo changes, expand, restructure, and engage in global operations, a professional grasp of the role played by their workforce becomes essential at both operational and strategic levels. The Human Resource Management (HRM) course is meticulously designed to equip students with the essential skills and knowledge necessary to navigate the complexities of managing human capital in contemporary organizations. This course underscores the significance of aligning HR practices with overarching business objectives and fostering competencies that propel organizational success.

The course explains the interrelationship among people, processes, and structures within organizations. After completing the course, students will cultivate an understanding of the centrality of human resource strategies across all types of organizations.

Generally, the students should be aimed at acquiring the following abilities:

1. Ability to understand the role of human resource management in the organization
2. Ability to understand the importance of diversity and the business case for the fair treatment of all people, regardless of protected class status (e.g., race, religion, sex, age, etc.).
3. Ability to describe and discuss current trends in HR management that influence strategic and career decisions.
4. Ability to summarize the major laws governing HR management and describe ways employers can mitigate legal risk.
5. Ability to recognize the elements of a job analysis and the various methods for designing jobs and discuss the significance of job analysis and design to HR management.
6. Ability to describe the processes for planning and recruiting to fill HR needs.
7. Ability to summarize the various methods for selecting employees and placing them in jobs, including testing, interviewing and measuring effectiveness.
8. Ability to describe the process that leads to effective training and development programs, including assessments and career management.
9. Ability to discuss the role of performance management, including legal and ethical issues, and describe the major sources of performance information.
10. Ability to describe the process for establishing a pay structure including issues of motivation, recognition and fairness.
11. Ability to discuss the importance of various employee benefits as part of a compensation strategy.
12. Ability to Improve oral and written communication skills through practice.

2. Learning outcomes**General Competencies (GS):**

- GS 5.** Knowledge and understanding of the subject area and understanding of professional activity.
- GS 11.** Ability to adapt and act in a new situation.
- GS 14.** Ability to work in an international context.
- GS 15.** Ability to act on the basis of ethical considerations (motives).

Professional Competencies (PC):

- PC 5.** Ability to manage the organization and its departments through the implementation of management functions.
- PC 9.** Ability to work in a team and establish interpersonal interaction in solving professional problems.
- PC 10.** Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.
- PC 11.** Ability to create and organize effective communications in the management process.
- PC 14.** Understand the principles of psychology and use them in professional activities.
- PC 15.** Ability to form and demonstrate leadership qualities and behavioral skills.

Program learning outcomes (PLO):

- PLO 3.** Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
- PLO 8.** Apply management methods to ensure the effectiveness of the organization activity
- PLO 9.** Demonstrate skills of interaction, leadership, teamwork.
- PLO 10.** Possess the skills of substantiation of effective tools to motivate the organization's staff
- PLO 11.** Demonstrate skills of situation analysis and communication in various fields of the organization activity.
- PLO 14.** Identify the causes of stress, adapt yourself and team members to a stressful situation, find the ways to neutralize it.
- PLO 17.** Perform research individually and / or in a group under the guidance of a leader.

IC. Ability to solve comprehensive specialized problems and practical problems characterized by complex and uncertain conditions, in the field of management or in the learning process, which involves the use of theories and methods of social and behavioral sciences.

3. Course scope

Type of class	Total number of hours/ ECTS credits - 150 HOURS / 5 ECTS credits		
Total number of hours / mode of studies	full-time	part-time	e-learning
lectures	28	14	14
seminars / practical / laboratory classes	22	14	14
Individual work	70	92	92
Exam	30	30	30

4. Prerequisites

Introduction to management, Economic theory and economic history.

5. Hardware and software

PC / laptop, Internet access, camera, microphone

6. Course policies – students must adhere to a code of academic integrity:

<https://int.krok.edu.ua/images/download/code-of-academic-integrity-2025.pdf>

Academic integrity is the presentation of one's own work and the proper recognition of the contribution of others.

Any violation of this principle constitutes academic dishonesty and may result in poor evaluation and disciplinary action.

Forms of academic dishonesty include:

- Plagiarism - presenting all or part of someone else's work as one's own in an academic exercise, such as an exam, a computer program, or a written assignment.
- Fraud - Using or attempting to use unauthorized materials during an exam or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) a copy of an examination or exam answers.
- Promoting academic dishonesty - helping others commit an act of dishonesty, such as replacing an exam or completing a task for someone else.
- Fabrication - modification or transfer, without permission, academic information, or records.

7. PROGRAMME OF THE COURSE

Topic 1. Introduction to Human Resource Management.

What is Human Resource Management? Why Is Human Resource Management Important to All Managers? The Human Resource Department. The Trends Shaping Human Resource Management. Important Components of Today's New Human Resource Management.

Topic 2. Human Resource Management Strategy and Performance

The Strategic Management Process. The Management Planning Process. What Is Strategic Planning? The Strategic Management Process. Types of Strategies. Corporate Strategy. Competitive Strategy. Functional Strategy. Managers' Roles in Strategic Planning. Strategic Human Resource Management. Improving Performance: Sustainability and Strategic Human Resource Management. Strategic Human Resource Management Tools. HR Metrics, Benchmarking, and Data Analytics. Benchmarking. Strategy-Based Metrics. What Are HR Audits? Trends Shaping HR: Digital and

Social Media. Trends Shaping HR: Science in Talent Management. High-Performance Work Systems. Employee Engagement Guide for Managers: Employee Engagement and Performance. The Employee Engagement Problem. What Can Managers Do to Improve Employee Engagement? How to Measure Employee Engagement.

Topic 3. Job Analysis and the Talent Management Process

Job Analysis and the Talent Management Process. Talent Management Process. Talent Management Software. The Basics of Job Analysis. What Is Job Analysis? Uses of Job Analysis Information. Conducting a Job Analysis. Improving Performance: HR as a Profit Center: Boosting Productivity Through Work Redesign. Methods for Collecting Job Analysis Information. The Interview. Questionnaires. Observation. Participant Diary/Logs. Quantitative Job Analysis Techniques. Online Job Analysis Methods. Writing Job Descriptions. Diversity Counts. Job Identification. Job Summary. Relationships. Responsibilities and Duties. Trends Shaping HR: Digital and Social Media. Improving Performance: HR Tools for Line Managers and Small Businesses. Writing Job Specifications. Specifications for Trained versus Untrained Personnel. Specifications Based on Judgment. Job Specifications Based on Statistical Analysis. The Job-Requirements Matrix. Employee Engagement Guide for Managers. Using Competencies Models.

Topic 4. Personnel Planning and Recruiting

Workforce Planning and Forecasting. Strategy and Workforce Planning. Forecasting the Supply of Inside Candidates. Forecasting the Supply of Outside Candidates. Predictive Workforce Monitoring. Matching Projected Labor Supply and Demand with a Plan. Succession Planning. Why Effective Recruiting Is Important. Improving Recruitment Effectiveness: Recruiters, Sources, and Branding. The Recruiting Yield Pyramid. Internal Sources of Candidates. Finding Internal Candidates. Employee Engagement Guide for Managers. Promotion from Within. Outside Sources of Candidates. Informal Recruiting and the Hidden Job Market. Recruiting via the Internet. Using Recruitment Software and Artificial Intelligence. Trends Shaping HR: Science in Talent Management. Advertising. Employment Agencies. Recruitment Process Outsourcers. On-Demand Recruiting Services. HR and the Gig Economy: Temporary Workers and Alternative Staffing. Know Your Employment Law: Contract Employees. Offshoring and Outsourcing Jobs. Executive Recruiters. Improving Performance: HR Tools for Line Managers and Small Businesses: Recruiting. Referrals and Walk-Ins. College Recruiting. Military Personnel. Recruiting a More Diverse Workforce. Recruiting Women. Recruiting Single Parents. Older Workers. The Disabled. Developing and Using Application Forms. Purpose of Application Forms. Application Guidelines. Using Application Forms to Predict Job Performance. Mandatory Arbitration.

Topic 5. Employee Testing and Selection

Why employee selection is important. The basics of testing and selecting employees. Reliability. Validity. Bias. Utility analysis. Validity generalization. Test takers' individual rights and test security. Diversity counts: gender issues in testing. How do employers use tests at work? Types of tests. Tests of cognitive abilities. Tests of motor and physical abilities. Measuring personality and interests. Improving performance: HR practices around the globe: testing for assignments abroad. Achievement tests. Trends shaping HR: using analytics, machine learning, and artificial intelligence in employee selection. Work samples and simulations. Using work sampling for employee selection. Situational judgment tests. HR and the gig economy: freelance workers. Management assessment centers. Situational testing and video-based situational testing. The miniature job training and evaluation approach. Realistic job previews. Improving performance: the strategic context: "speed dating". Background investigations and other selection methods. Why perform background investigations and reference checks? Trends shaping HR: digital and social media. Using preemployment information services. Steps for making the background check more valuable. The polygraph and honesty testing. Substance abuse screening. Physical exams. Drug testing legal issues. Complying with immigration law.

Topic 6. Interviewing Candidates

Basic types of interviews. Structured versus unstructured interviews. Interview content. How should we conduct the interview? Improving performance: the strategic context: asynchronous interviews at urban outfitters. Avoiding errors that can undermine an interview's usefulness. First impressions (snap judgments). Effect of personal characteristics: attractiveness, gender, race. Diversity counts: applicant disability and the employment interview. Interviewer behavior. How to design and conduct an effective interview. Designing a structured situational interview. Competency profiles and employee interviews. Employee engagement guide for managers. Building engagement: a total selection program. Trends shaping HR: science in talent management. Developing and extending the job offer

Topic 7. Training and Developing Employees

Training and Developing Employees. Orienting and onboarding new employees. The Purposes of Employee Orientation/Onboarding. The Orientation Process. Overview of the training process. Aligning Strategy and Training. The ADDIE Five-Step Training Process. Analyzing the Training Needs. Designing the Training Program. Trends shaping HR: digital and social media. Developing the Program. Implementing the training program. On-the-Job Training. Apprenticeship Training. Informal Learning. Job Instruction Training. Lectures. Programmed Learning. Behavior Modeling. Audiovisual-Based Training. Vestibule Training. Electronic Performance Support Systems (EPSS). Videoconferencing. Computer-Based Training. Online/Internet-Based Training. Diversity Counts: Online Accessibility. Lifelong and Literacy Training Techniques. Strategy's Role in Management Development. Candidate Assessment and the 9-Box Grid. Managerial On-the-Job Training and Rotation. Off-the-Job Management Training and Development Techniques. Leadership Development at Cigna. Characteristics of Effective Leadership Development Programs. Lewin's Change Process. Managing organizational change programs. Using Organizational Development. Evaluating the training effort. Designing the Study. Training Effects to Measure.

Topic 8. Performance Management and Appraisal

Basics of performance appraisal. The performance appraisal process. Why appraise performance? Defining the employee's goals and performance standards. How to set effective goals. Who should do the appraising? Traditional tools for appraising performance. Graphic rating scale method. Alternation ranking method. Paired comparison method. Forced distribution method. Critical incident method. Narrative forms. Behaviorally anchored rating scales. Management by objectives. Appraisal in practice: using forms, installed software, or cloud-based systems. Electronic performance monitoring. Conversation days. Using multiple methods. Potential rating problems. Diversity counts: the problem of bias. The need for fairness. Managing the appraisal interview. How to conduct the appraisal interview. How to handle a defensive subordinate. How to criticize a subordinate. How to handle a written warning. Employee engagement guide for managers. Use the appraisal interview to build engagement. Performance management. Total quality management and performance appraisal. What is performance management? Trends shaping HR: digital and social media. Performance management in action. The manager's role in performance management.

Topic 9. Managing Careers and Retention

Career management. Careers Today. The Psychological Contract. The Employee's Role in Career Management. Hr and the gig economy: the portfolio career. The Employer's Role in Career Management. Employer Career Management Methods. Diversity Counts: Toward Career Success. The Manager as Mentor and Coach. Employee engagement guide for managers. Career Management. Commitment-Oriented Career Development Efforts. Improving performance: HR practices around the globe: Career Development at Medtronic. Managing employee turnover and retention. Managing Voluntary Turnover. A Comprehensive Approach to Retaining Employees. Trends shaping HR: digital and social media. Job Withdrawal 323 . Employee life-cycle career management. Making Promotion Decisions. Diversity Counts: The Gender Gap. Managing Transfers. Managing Retirements. Managing dismissals.

Topic 10. Establishing Strategic Pay Plans

Establishing Strategic Pay Plans. Basic factors in determining pay rates. Aligning Total Rewards with Strategy. Equity and Its Impact on Pay Rates. Legal Considerations in Compensation. HR and the gig economy: are gig workers employees or independent contractors? Union influences on Compensation Decisions. Pay Policies. Job evaluation methods. Compensable Factors. Preparing for the Job Evaluation. Job Evaluation Methods: Ranking. Job Evaluation Methods: Job Classification. Job Evaluation Methods: Point Method. Computerized Job Evaluations. How to create a market-competitive pay plan. Choose Benchmark Jobs. Select Compensable Factors. Assign Weights to Compensable Factors. Convert Percentages to Points for Each Factor. Define Each Factor's Degrees. Determine for Each Factor Its Factor Degrees' Points. Review Job Descriptions and Job Specifications. Evaluate the Jobs. Draw the Current (Internal) Wage Curve. Conduct a Market Analysis: Salary Surveys. Draw the Market (External) Wage Curve. Compare and Adjust Current and Market Wage Rates for Jobs. Develop Pay Grades. Establish Rate Ranges. Address Remaining Jobs. Correct Out-of-Line Rates.

Topic 11. Pay for Performance and Financial Incentives

Money's role in motivation. Incentive pay terminology. Linking strategy, performance, and incentive pay. Motivation and incentives. Individual employee incentive and recognition programs. Piecework. Merit pay as an incentive. Incentives for professional employees. Nonfinancial and recognition-based awards. Trends shaping HR: digital and social media. Improving performance: HR tools for line managers and small businesses. HR and the gig economy: recognition, nonfinancial rewards, and gig workers. Job design. Improving performance: the strategic context. Incentives for salespeople. Salary plan. Commission plan. Combination plan. Maximizing sales results. Sales incentives in action. Incentives for managers and executives. Strategy and the executive's long-term and total rewards package. Short-term incentives and the annual bonus. Improving performance: HR practices around the globe. Some other executive incentives. Team and organization-wide incentive plans. How to design team incentives. Evidence-based HR: inequities that undercut team incentives. Profit-sharing plans. Scanlon plans. Other gainsharing plans. At-risk pay plans.

Topic 12. Benefits and Services

Pay for time not worked. Unemployment insurance. Vacations and holidays. Sick leave. Improving performance: HR as a profit center: controlling sick leave. Severance pay. Improving performance: HR practices around the globe: severance pay in France. Supplemental unemployment benefits. Insurance benefits. Workers' compensation. Hospitalization, health, and disability insurance. Trends in employer health-care cost control. Improving performance: HR as a profit center: the doctor is on the phone. Long-term care. Life insurance. Benefits for part-time and contingent workers. HR and the gig economy: gig worker benefits. Retirement benefits. Social security. Pension plans. Pensions and early retirement. Trends shaping HR: digital and social media. Personal services and family-friendly benefits. Personal services. Family-friendly benefits. Flexible benefits programs. The cafeteria approach. Flexible work schedules. Employee engagement guide for managers.

Topic 13. Labor Relations and Collective Bargaining

Why Do Workers Organize? Employee Engagement and Unionization. What Do Unions Want? Unfair Union Labor Practices. The union drive and election. Decertification Elections: Ousting the Union. The collective bargaining process. What Is Collective Bargaining? What Is Good Faith? The Negotiating Team. Costing the Contract. Bargaining Items. Building Negotiating Skills. Bargaining Guidelines. Impasses, Mediation, and Strikes. Trends shaping HR: digital and social media: Unions Go Digital. The Contract Agreement. Dealing with disputes and grievances. Sources of Grievances. The Grievance Procedure. Guidelines for Handling Grievances. The union movement today and tomorrow. Cooperative Labor-Management Relations.

Topic 14. Managing Human Resources in Small and Entrepreneurial Firms

The small business challenge. How Small Business Human Resource Management Is Different. Diversity Counts: Necessity and the Entrepreneur. Why HRM Is Important to Small Businesses 593.

Using internet, government, and other tools to support the hr effort. Government Tools for Complying with Employment Laws. Online Employment Planning and Recruiting Tools. Small Business Employee Selection Tools. Small Business Training Tools. Employment Appraisal and Compensation Online Tools. Employment Safety and Health Tools. Simple, Informal Employee Selection Procedures. Flexibility in Training. Flexibility in Benefits and Rewards. Fairness and the Family Business. Managing HR systems, procedures, and paperwork. Introduction. Basic Components of Manual HR Systems. Automating Individual HR Tasks. Human Resource Information Systems (HRIS). Improved Transaction Processing. Online Self-Processing. Improved Reporting Capability. HR System Integration.

8. Course scheme

Topic	Number of hours									Control form
	Full-time			Part-time			E -learning			
	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	Lectures	Seminars /practical	Individual work	
Module # 1										
Introduction to Human Resource Management	2	1	5	1	1	6	1	1	6	S, T, CS, P, E
Human Resource Management Strategy and Performance	2	1	5	1	1	6	1	1	6	S, T, CS, P, E
Job Analysis and the Talent Management Process	2	2	5	1	1	6	1	1	6	S, T, CS, P, E
Personnel Planning and Recruiting	2	2	5	1	1	6	1	1	6	S, T, CS, P, E
Employee Testing and Selection	2	2	5	1	1	6	1	1	6	IA, S, T, CA, CS, P, E
Interviewing Candidates	2	2	5	1	1	6	1	1	6	S, T, CA, CS, P, E
Training and Developing Employees	2	2	5	1	1	6	1	1	6	S, T, CA, CS, P, E
Module #2										
Performance Management and Appraisal	2	2	5	1	1	7	1	1	7	S, T, CA, CS, P, E
Managing Careers and Retention	2	-	5	1	1	7	1	1	7	S, T, CA, CS, P, E
Establishing Strategic Pay Plans	2	2	5	1	1	8	1	1	8	S, T, CA, CS, P, E
Pay for Performance and Financial Incentives	2	2	5	1	1	7	1	1	7	S, T, CS, E
Benefits and Services	2	2	5	1	1	7	1	1	7	S, T, CA, CS, P, E
Labor Relations and Collective Bargaining	2	1	5	1	1	7	1	1	7	S, T, CS, P, E

Managing Human Resources in Small and Entrepreneurial Firms	2	1	5	1	1	7	1	1	7	IA, S, T, CS, P, E
Total hours	28	22	70	14	14	92	14	14	92	-
FINAL CONTROL/Exam	30			30			30			-
TOTAL	150			150			150			-

Control form

IA – individual assignments

S – survey

T – test, mid-term tests

CA – calculation assignments

CS – solving case-studies

P – oral presentation

E - exam

9. Individual tasks

Individual tasks are an integral part of the educational process, as they contribute to the development of analytical skills, creative thinking and independence of students.

Content of an individual educational and research task (educational project)

The individual task consists of three types of questions, task options posted on the moodle platform:

1. Open question:

- o Requires a detailed, detailed answer based on theoretical knowledge and analysis of additional information.
- o Tests your understanding of the topic, ability to formulate your own opinions and argue your position.

2. Calculation task:

- o Involves performing certain calculations using formulas or economic models.
- o Tests knowledge of economic methods and the ability to apply them in practice.

3. Situational task:

- o Presents a real economic problem or case that needs to be analyzed and a solution proposed.
- o Tests your ability to apply theoretical knowledge to solve practical problems and make informed decisions.

Requirements for completing the task:

- Clear structure: Answers should be logically structured, contain an introduction, main body and conclusions.
- Argumentation: Each statement must be supported by arguments and references to sources.
- Accuracy of calculations: When performing calculations, it is necessary to observe accuracy and use appropriate units of measurement.
- Originality: Answers must be your own and contain no plagiarism.
- Design: The work must be designed in accordance with the requirements specified on the moodle platform.

10. Teaching methods

In the process of studying the discipline "Human Resource Management", various types of educational activities, teaching methods and technologies are used.

Types of educational activities:

1. Lectures: classes where the teacher presents theoretical and practical guidance material, analyzing the main concepts and tools of HRM.

2. Seminars: interactive sessions in which students discuss topics, analyze case studies, and participate in group discussions that contribute to a deeper understanding of the material.

3. Practical classes: focus on the application of HRs tools.

Teaching methods and technologies:

1. Presentations and multimedia materials: the use of slides, videos and graphs, which facilitate the perception of information and make the educational process more visual.

2. Active learning methods: include group projects, discussions, role-playing games, and brainstorming sessions that promote active student involvement in the process.

3. Case method: analysis of real business situations, which allows students to practically apply theoretical knowledge, develop critical thinking and decision-making skills.

Use of information technologies: interactive platforms for learning

11. Control methods

Control measures are used to determine the success of training. Control measures include current and final control.

Current control is carried out during practical (seminar) classes and is aimed at checking the level of preparedness of the student to perform a specific task.

The final control is carried out to evaluate the learning results after the end of the study of the discipline (semester control) or modules separated according to the working curriculum.

During the study of this course, the following forms of current control are used: a mid-term tests.

When studying this course, the following form of semester control is used: exam.

12. Distribution of points received by students

Evaluation of student learning results is carried out according to the University scale (0-100, taking into account optional tasks - 120 points) and the national scale.

General course evaluation system: Participation in the work during the semester / credit – 70%/30%

All tasks must be written independently, plagiarism is prohibited, no references or citations are required. The quality and originality of your arguments are evaluated. The task should be presented in Moodle

13.1. Scoring scheme for the course

Type of educational activity	Max score	Max total score
Modules #1 & #2		
Solving case-studies (3 x 5 points)	15	
Calculation assignments (4 x 2,5 points)	10	
Surveys / Test (2 x 5 points)	10	
Oral presentation (2 x 5 points)	10	
Individual work (1 x 10 points)	10	
Mid-term test (2 x 7,5 points)	15	
Total for modules #1 & #2	70	
Exam		30
Total for the course		100

The minimum score for admission to the exam is 21 points.

13.2. Conditions for awarding points

1. Solving case-studies (Maximum Score – 5 Points)

- Completeness of the Solution (2 Points): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.

- Accuracy of Answers (2 Points): All numerical data and calculation results must be accurate.

- Clarity of Presentation (1 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

2. Calculation assignments (Maximum Score – 2,5 Points)

- Completeness of the Solution (1 Point): All stages of the problem-solving process are correctly presented, and all formulas and methods are justified.
- Accuracy of Answers (1 Point): All numerical data and calculation results must be accurate.
- Clarity of Presentation (0,5 Point): Logical structure of the work, clear presentation of solutions, and correct terminology.

3. Tests (Maximum Score – 5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 20).

4. Survey (Maximum Score – 5 Points)

- Correctness of Answers (3 Points): Answers to questions must be accurate and correct.
- Coverage of the Topic (2 Points): Answers should demonstrate knowledge of all key aspects of the topic.

5. Oral presentation (Maximum Score – 5 Points)

- Substance (2 Points): Completeness and depth of topic coverage, inclusion of relevant data and examples.
- Visual Presentation (2 Points): Quality of slides, use of graphics, clarity, and aesthetics.
- Communication Skills (1 Point): Ability to convey information to the audience, respond to questions, and engage listeners.

6. Individual Work (Maximum Score – 10 Points)

- Depth of Research (3 Points): Quality of topic analysis, use of various sources of information and literature.
- Structure and Formatting (2 Points): Adherence to formatting requirements, logical structure of the work, correctness of citations.
- Originality and Creativity (2 Points): Presence of personal conclusions, recommendations, and interesting ideas.
- Responses to Questions (3 Points): Engagement in presenting work results, participation in discussions, and feedback.

7. Mid-term tests (Maximum Score – 7,5 Points)

- Number of Correct Answers (5 Points): Students receive 0,25 points for each correct answer (total number of tests per session is 30).

13.3. Final assessment criteria

University scale	Ukrainian Grade
90 and higher	excellent
70–89	good
50–69	satisfactory
1–49	unsatisfactory

14. Methodological provision

Attention students: all educational and methodological materials (lecture plans and videos, presentations/seminar assignments/case-studies, etc.) are submitted in Moodle Course: Human Resource Management (Olena Oleksandrivna Naumova): <https://dist.krok.edu.ua/course/view.php?id=1702>

Link for Dspace

<https://dspace.krok.edu.ua/handle/krok/1233>

15. Recommended literature

Basic

1. Dessler G. Human Resource Management, 16th Edition. – Pearson, 2020.

Additional

2. Torrington D. et al. Human resource management. – Pearson UK, 2020.
3. Thomas_J. Quirk, Julie_Palmer-Schuyler. Excel 2019 for Human Resource Management Statistics. A Guide to Solving Practical Problems, Second Edition. Springer, 2021.

16. Additional information on the discipline (educational component)

Certificates of completion for distance or online courses on the relevant topics may be credited provided that the requirements outlined in the corresponding regulation are met.

Work programme of the discipline:

Compiled by: Associate Professor of the Department of International Business, PhD in economics, Associate Professor Olena Oleksandrivna Naumova.

Approved: at the meeting of the Department of International Business (Protocol No. 2 dated September 17, 2024).