УКРАЇНСЬКО-АМЕРИКАНСЬКИЙ УНІВЕРСИТЕТ КОНКОРДІЯ

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Human Resource Management Course
Syllabus
HRM-431

Specialty: 073 "Management"
Educational program "Information Technology Management"

Quarter/Year: Spring/2023　　　　**ECTS credits: 6**
Instructors: Dr. Olga Verkhohlyad　　**US credits: 3**

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Prerequisites: OB

Course Description
Human resource management is an important function in any organization which is responsible for professional management of employees so that they can create the highest value for the organization. Human Resource Management (HRM) course studies modern approaches and processes of employing people, training them, compensating them, developing policies relating to them, motivating them, and developing strategies to retain them. The course combines theoretical approach with practical application of the acquired knowledge.

Course Outcomes
PH2. Keep the moral, cultural, scientific value and increase the achievements of society, using different types and forms of physical activity for maintaining a healthy lifestyle.
PH3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
PH4. Demonstrate skills to identify problems and justify management decisions.
PH6. Identify skills of search , collection and analysis of information , calculation of indicators to justify management decisions.
PH8. Apply management methods to ensure the effectiveness of the organization.
PH9. Demonstrate skills of interaction, leadership, teamwork.
PH10. Have the skills to justify effective tools to motivate the staff of the organization.
PH12. Assess the legal, social and economic consequences of the organization.
PH15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.

PH16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

Competencies
3K2. Ability to preserve and multiply moral, cultural, scientific values and achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology, use different types and forms of motor activities for active recreation and a healthy lifestyle.
3K4. Ability to apply knowledge in practical situations.
3K9. Ability to learn and master modern knowledge.
3K13. Appreciation and respect for diversity and multiculturalism.
CK5. Ability to manage the organization and its departments through the implementation of management functions.
CK7. Ability to choose and use modern management tools.
CK10. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.
CK14. Understanding of the principles of psychology and use them in professional activities.

Internationality
The HRM course has strong international component due to importance of globalization in the labor market. As such, the course utilizes case studies with international context. The best global HRM practices and approaches are discussed. Home-work assignments deal with HRM practices in different countries. Students are also encouraged to learn more about each other's cultures and countries. Students are encouraged to form study teams and assignments teams with students who come from different countries. This will help everyone learn and appreciate different world cultures.

Communications
This course takes place on-line in a remote study mode. It means that all materials of the course are available for students to study any time convenient for them.
For individual issues, students should contact the professor by the given e-mail or by Moodle. In the Subject line they should put: **UACUFirstNameLastName**. E-mail messages will normally be answered within 24 hours.

Student Responsibilities
Technical Aspects
The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Grading Policy
The course is based on mastery of course outcomes. The student's grade for this course will be calculated based on performance.
Note: the minimal grade to pass the course is **60%.**

Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading Guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	**A**	5 (Excellent)
83% - 89%	**B**	4 (Very Good)
75% - 82%	**C**	4 (Good)
70% - 74%	**D**	3 (Good)
60% - 69%	**E**	3 (Acceptable)
35% - 59%	**FX**	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points - **100** points incl. (midterm and final exam are **60%** of overall evaluation, where Midterm – **20%** and Final – **40%**)
· Individual project **– 20** points
· Quizzes (2) – **20** points
· Midterm exam **- 20** points
· Final exam **- 40** points

IMPORTANT: Each Moodle Course Session has 1-2 "For You to Think about" Assignments. These assignments DO NOT need to be submitted for a grade. However, it is

important for students to complete them because these assignments will help them with better understanding of the subject and becoming a better professional. As a rule, these assignments need to be completed together with another student of the course if possible.

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10,5 academic hours of work. This includes work with the materials loaded in Moodle (video lectures, required reading, home-works, etc) as well as team-work, reading additional literature on the topic, additional discussions with classmates on the topic, etc.

Please pay attention that 1 academic hour equals 45 minutes.

• Midterm covers topics from previous lectures (weeks 1-7/8). It includes multiple choice questions and cases (essays) and takes about 60 minutes.

• The final exam covers all course material and includes multiple choice questions and cases (essays). It lasts for about 60 minutes. Admission to the final exam is possible only if all the tasks of the curriculum are submitted.

· Quizzes are based on the material studied between the assignments.

· Personal project

Assignment Format

Imagine that you are an owner/CEO of a medium-size company. Think – what business market would you like your company to operate? What do you want your company to produce? What is the name of your company? Now – describe the Human Resource Management in your company.

    a. What is the recruitment/selection process in your company? What is it based on? What type of people do you hire? Do you cooperate with recruitment agencies?

    b. What is the training/development process in your company? What is it based on? What are the main goals of training and development in your company? How is the process organized? Whom do you train and develop? Does your company conduct trainings by itself or you hire a training agency?

    c. What is compensation-and-benefits approach in your company? What is it based on? What salary level is applied in your company? What benefits do employees get in your company?

    d. What is performance assessment method/s in your company? Are they motivational for employees? What types of performance assessment methods does your company use?

    e. You may add other areas of HRM studied in class, but your presentation must include the four areas mentioned above.

The Personal Project can be presented in two ways. It can be either recorded as a video and loaded to the designated location in the course page in Moodle. Alternatively, it can be written as a paper and loaded in the same location in Moodle. Choose what option is better for you and use this option.

Academic dishonesty

· Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

    1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.

2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination.
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final Exam the unsatisfactory grade ("0") is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.
In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.
Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy
Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

Regular Weekly Meetings
During the course, regular weekly office hours meetings are scheduled for Friday, 5-6 pm (Kyiv time). Those students who have questions about the course material, assignments, etc are welcome to join the meetings. Information on joining the meetings is the following:
Join Zoom Meeting (every Friday, 5 pm-6 pm Kyiv time during the HRM course)
https://uacu-edu-ua.zoom.us/j/81547589486?pwd=RmpQUGFpWDdyYVo2dmw0bExreUFXZz09
Meeting ID: 815 4758 9486
Passcode: 096988

Schedule

Classes	Research Projects	Assignments Due	Points (for each assessment activity)
Topic 1	**Topic** Introduction to the Class	Review Lecture. Textbook Reading: Ch 1. Complete other assigned tasks as explained in Moodle.	__
Topic 2	**Topic** Introduction to HRM field. International HRM	Review Lecture. Textbook reading: Ch 3, Ch 14. Complete other assigned tasks as explained in Moodle.	
Topic 3	**Topic** Talent Acquisition/Recruitment.	Review Lecture. Textbook Reading: Ch 4.	__

		Talent Acquisition in the Global World.	Complete other assigned tasks as explained in Moodle.	
Topic 4	**Topic** Candidate Selection		Review Lecture. Textbook Reading: Ch 5. Complete other assigned tasks as explained in Moodle.	__
Topic 5	**Topic** Compensation and Benefits		Review Lecture. Textbook Reading: Ch 6. Complete other assigned tasks as explained in Moodle.	
Topic 6	**Topic** Training and Development. Talent Development. Talent Development in International and Global Companies.		Review Lecture. Textbook Reading: Ch 8. Complete other assigned tasks as explained in Moodle.	*Quiz 1* *(10 points)* *The Quiz covers Classes 2-5*
Topic 7	**Topic** Strategy and Planning		Review Lecture. Textbook Reading: Ch 2. Complete other assigned tasks as explained in Moodle.	
Topic 8	**Midterm Exam** **(20% of the total grade)** **Feb 27 (10 am) – Feb 28 (8 pm)**			**20 points**
Topic 9	**Topic** Employee Surveys.		Review Lecture. Complete other assigned tasks as explained in Moodle.	__
Topic 10	**Topic** Employee Retention. Employee Retention in Global Companies.		Review Lecture Textbook Reading: Ch 7. Complete other assigned tasks as explained in Moodle.	
Topic 11	**Topic** Change Management		Review Lecture. Complete other assigned tasks as explained in Moodle.	
Topic 12	**Topic** Performance Management		Review Lecture. Textbook Reading Ch 10. Complete other assigned tasks as explained in Moodle.	Quiz 2 (10points) The Quiz covers material of the Topics 9-11
Topic 13	**Topic** Performance Assessment		Review Lecture. Textbook Reading Ch 11. Complete other assigned tasks as explained in Moodle.	
Topic 14	**Topic** Employee Motivation		Review Lecture. Complete other assigned tasks as explained in Moodle.	

Topic 15	Topic HR Organization. Different Generations at Work	Review Lecture. Complete other assigned tasks as explained in Moodle.	
Topic 16	Topic Review for the Final Exam.	Solve assigned case-studies.	Individual Project is due (20 points)
Topic 17	**Final Exam (40%)** **March 30 (10 am) – March 31 (8 pm)**		**40 points**

Recommended Materials

1. Human Resource Management (2016). University of Minnesota Publishing. Open Textbook Library.
http://open.lib.umn.edu/humanresourcemanagement/
2. Robeyns, I. (2017). Wellbeing, Freedom and Social Justice: The Capability Approach Re-Examined. Open textbook Library:
https://open.umn.edu/opentextbooks/textbooks/wellbeing-freedom-and-social-justice-the-capability-approach-re-examined
3. Thomas, D., Lazarova, M. (2014). Essentials of International Human Resource Management. Managing People Globally. SAGE Publication, Thousand Oaks, CA.
4. Cooper, C., Lu, L. (2019). Excessive availability for work: Good or Bad? Human Resource Management Review, 29 (4).
5. O'Neill, T., Salas, E. (2018). Creating High Performance Teams in Organizations, Human resource Management Review, 28 (4), 325-331.
6. Choudhury, R. (2020). Why Work-From-Anywhere is Here to Stay. HBR, October, 2020
7. Aragon, J., Miller, M. (2012). Global Women's Issues: Women in the World Today (2012). Open Textbook Library.https://open.umn.edu/opentextbooks/textbooks/global-women-s-issues-women-in-the-world-today-extended-version
8. Case-studies *Re-Work*: https://rework.withgoogle.com/case-studies/

* The above schedule and procedures are subject to change in the event of extenuating circumstances.

Протокол засідання кафедр № 1 від 24.01.2023 року

Проректор з навчально-методичної
роботи   Л.І.Кондратенко

Завідувач кафедри   Г.А.Бевзо

Викладач   О.О.Верхогляд