



HUMAN RESOURCE MANAGEMENT
Master Degree
Syllabus
III 2.4
MBA 532
Specialty: 073 “Management”
Educational program “Business Administration”

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Course Description:

The term *Human Resource Management* can be described in the following way: as *all the management decisions and actions that directly affect or influence people as members of an organization rather than simply job-holders*. HRM can be presented twofold: (1) as various people management activities such as hiring, training, rewarding and so on, which is operational in its sense and (2) as a particular approach to the whole question of managing people, which is strategic in its sense.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;
- PH.2. Identify problems in the organization and justify methods for solving them;
- PH.3. Design effective management systems for organizations;
- PH.4. Substantiate and manage projects, generate business ideas;
- PH.5. Plan the activities of the organization in strategic and tactical sections;
- PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;
- PH.7. Organize and carry out effective communications within the team, with representatives of various professional groups and in the international context;
- PH.9. Be able to communicate in professional and scientific circles in the state and foreign languages;

PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems

Competences

3K2. Ability to communicate with representatives of other professional groups from different levels (with experts from other fields of knowledge / types of economic activity);

3K3. Information skills and communication technologies;

3K4. Ability to motivate people and move towards a common goal;

3K5. Ability to act on the basis of ethical considerations (motives);

CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;

CK2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;

CK4. Ability to effectively use and develop the organization's resources;

CK5. Ability to create and organize effective communications in the management process;

CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;

CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;

CK8. Ability to use psychological technologies at work with staff.

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.

Communications

For individual issues, students should contact the professor by e-mail. In the Subject line they should put: UACU First Name Last Name. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Student Responsibilities

Time Commitment

The study of courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between

procrastination and low grades. Students must be committed to completing tasks on time.

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.

Note! Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

Grading Policy

The course is based on mastery of course outcomes. The student's grade for this course will be calculated based on performance.

The minimal grade to pass the course is 70%.

Graduate 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	<u>5</u> (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	<u>3</u> (Good)

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;

E	learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
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.

- Quizzes (1-5): 20 points
- Individual Presentation: 20 points
- Midterm exam: 20 points
- Final exam: 40 points

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 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work.

Note! 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be submitted on time. If the student misses the deadline – the task is failed.
- Individual Presentation answers the question: “Please describe the work of an HR Department of your company.” At the min, the presentation must discuss all the major HR functions. The length of the presentation is 15 minutes. A Power Point presentation must not be prepared for the presentation. A student must talk about the work of his/her company’s HR department by him/herself without using any additional sources. A student must be ready to answer questions on this topic.
- Midterm covers topics from previous lectures (lectures 1-7). It includes multiple choice questions and short essays and takes 60 minutes to complete.
- The final exam covers all course material and includes multiple choice questions and short essays. It takes 60 minutes to complete. Admission to the final exam is possible only if all the previous assignments are submitted.

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.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

For their Zoom profile students must have a CV-style photo. Students with other types of photos will not be allowed to join class sessions.

Students must have their video-cameras on for every class session unless some strong reason exists not to have the video-camera on (which should be an exception).

Academic Integrity Requirement

· 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.

· Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

· 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.

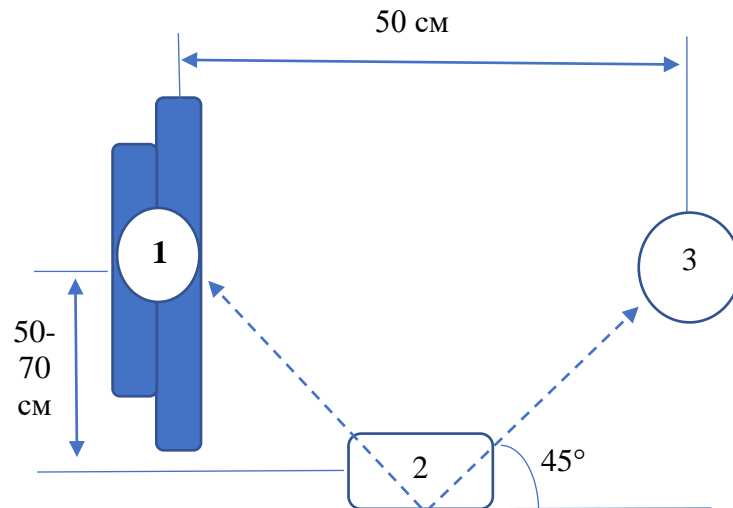
Requirements for taking Midterms and Finals online.

A student needs two gadgets (one (computer or laptop) for taking the test and another one with a camera for connection to Zoom conference). Please pay attention that using only a phone is not enough! The workplace should be organized in a way that a student's face and hands are in the frame as well as the monitor on which a student takes the test (as it is presented in the photo below). Midterm/Final will be attended by the instructor and representatives of the administration and it will be recorded.

A student needs to provide the workplace with technical equipment and broadband internet connection.

Only students signed-in Zoom with their own first and last name are allowed into Midterms and Finals.

Location of electronic devices for a test



Picture 1: Schematic position of the two devices and the student who is taking a knowledge assessment test.

It is important to pay attention that the angle between devices 1 and 2, as well as between the device 2 and the student must be approximately 45 degrees. This allows for simultaneous broadcasting of the screen of the computer and the student who is taking a test.



Schedule

Class Session	Topics	Assignments Due	Points
Lesson 1	Introduction to the Field of HRM. Introduction to the class.	Textbook Chapter 1 Plus Materials loaded in Moodle	
Lesson 2	Employee Resourcing	Textbook Chapter 2 Plus Materials loaded in Moodle	Quiz 1 (4 points)
Lesson 3	Learning and Development	Textbook Chapter 3 Plus Materials loaded in Moodle	
Lesson 4	Employee Relations	Textbook Chapter 4 Plus Materials loaded in Moodle	Quiz 2 (4 points)
Lesson 5	HRM and the Design of Work	Textbook Chapter 5 Plus Materials loaded in Moodle	
Lesson 6	Managing Performance	Textbook Chapter 6 Plus Materials loaded in Moodle	Quiz 3 (4 points)
Lesson 7	Midterm Exam		20 points
Lesson 8	Managing Rewards	Textbook Chapter 7 Plus Materials loaded in Moodle	
Lesson 9	The Global Context of HRM: International and Comparative HRM	Textbook Chapter 8 Plus Materials loaded in Moodle	Quiz 4 (4 points)

Lesson 10	Employee Retention	Materials loaded in Moodle	
Lesson 11	Change Management and HRM	Materials loaded in Moodle	Quiz 5 (4 points)
Lesson 12	Contemporary Issues in HRM	Textbook Chapter 9 Plus Materials loaded in Moodle	
Lesson 13	Individual Presentations		20 points
Lesson 14	Individual Presentations		20 points
Lesson 15	Individual Presentations		20 points
Lesson 16	Individual Presentations		20 points
Lesson 17	Final Exam		40 points

Recommended Materials

I. Main book:

1. Iain Henderson (2017). *Human Resource Management for MBA and Business Masters*. Third Edition. Chartered Institute of Personnel and Development.
2. Thomas, D., Lazarova, M. (2014). *Essentials of International Human Resource Management. Managing People Globally*. SAGE Publication, Thousand Oaks, CA.

II. Additional Reading Materials:

3. Cooper, C., Lu, L. (2019). Excessive availability for work: Good or Bad? *Human Resource Management Review*, 29 (4).
4. O'Neill, T., Salas, E. (2018). Creating High Performance Teams in Organizations, *Human resource Management Review*, 28 (4), 325-331.
5. Choudhury, R. (2020). Why Work-From-Anywhere is Here to Stay. *HBR*, October, 2020

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

Протокол засідання кафедр № 4 від 23.08.2022 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Г.А.Бевзо

Викладач

A handwritten signature in blue ink, consisting of stylized, cursive letters that appear to be 'B' and 'S'.

О.О.Верхогляд