



Україна, 01054, м. Київ, вул. Пирогова, 9

ConcordiaUA

9, Pyrohova street, Kyiv, 01601, Ukraine

Тел./tel.: +38(044)236-90-85; моб./cell: +38(050)331-42-95

info@uacu.edu.ua • www.concordia.edu.ua

Human Resource Management

Syllabus

III 2.11

HRM - 431

Specialty: 073 Management

Educational program "Digital Management"

Quarter/Year: Spring / 2026

ECTS Credits: 6

Instructor: Olga O. Verkhohlyad, Ph.D., As. Prof.

US Credits: 3

Contact information:

olga.verkhohlyad@uacu.edu.ua

Prerequisites: Organizational Behavior

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 international aspect of the course includes:

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

For individual issues, students should contact the professor ONLY by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

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

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student Responsibilities

Time Commitment

The study of technical 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.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

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.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60% for Bachelor's students.

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:

Bachelor

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 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Test / Assignment / Project – 18 points (several times during the course)

Consultations – 12 points of the total for the course are allocated for consultations

More specifically:

Maximum total possible points - 100 points incl.:

Midterm (30%)

Project (18%)

Final Exam (40%)

Consultations (12%)

Project: What can HR Departments in Ukraine do to help their organizations during the difficult time of war? Write a paper with the following specifications:

Times New Roman 12, spacing 1.5, length 3-4 pages (not counting title page).

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. Personal work includes all the effort that a student invests

to master the course (reading, watching videos related to the subject, talking with classmates on the subject matter, team work, etc.)

Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed.
- Midterm covered topics from previous lectures (weeks 1-6). It includes multiple choice questions and cases (essays) and takes about 1.5 hours.
- The Final exam covers all course material and includes multiple choice questions and cases (essays). It lasts for about 1.5 hours. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

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. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
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 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.

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.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Schedule

Lecture	Topics	Assignments Due	Points
1.	Introduction to the HRM course Introduction to the HRM field of knowledge and practice.	<i>HRM</i> (Minnesota) Textbook, chapter 1. Materials loaded in Moodle	-
2.	HRM in the modern time. Influence of AI on HRM.	<i>The future of work in diverse economic systems</i> , pages 1-6.	-
3.	Talent Acquisition/Recruitment.	<i>HRM</i> (Minnesota) Textbook, chapter 4. Materials loaded in Moodle	-
4.	Candidate selection.	<i>HRM</i> (Minnesota) Textbook, chapter 5. Materials loaded in Moodle	-
5.	Compensation and benefits.	<i>HRM</i> (Minnesota) Textbook, chapter 6. Materials loaded in Moodle	-
6.	Training and Development. Talent Development.	<i>HRM</i> (Minnesota) Textbook, chapter 8. Materials loaded in Moodle	-
7.	Strategy and planning	<i>HRM</i> (Minnesota) Textbook, chapter 2. Materials loaded in Moodle.	-

	Midterm Exam	Covers topics 1-7	30%
8.	International HRM. HR in Multinational and Global companies.	Stredwick, “An introduction to HRM,” Chapter 12 “An international perspective”	
9.	Employee Retention. Employee Retention in Global Companies.	<i>HRM</i> (Minnesota) Textbook, chapter 2. Materials loaded in Moodle.	
10.	Performance assessment	<i>HRM</i> (Minnesota) Textbook, chapter 2. Materials loaded in Moodle.	
11.	Performance management	<i>HRM</i> (Minnesota) Textbook, chapter 10. Materials loaded in Moodle.	
12.	A boss and their subordinates (1)	Materials loaded in Moodle	
13.	A boss and their subordinates (2)	Materials loaded in Moodle	
14.	How to get more influence and respect at work.	Materials loaded in Moodle	
15.	HR Organization. Different generations at work. Project is due. Consultations’ substitution answers are due.	Materials loaded in Moodle.	18% 12%
	Final Exam	Includes topics studied after the Midterm Exam	40%

Recommended Materials

Required Resources:

1. Human Resource Management (2016). University of Minnesota Publishing. Open Textbook Library.

Optional Resources:

1. Anand, R. (2011). Recruitment with social media. Indianapolis, IN: Pearson Education.

2. 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>

3. Brewster, C., Houldsworth, E., Sparrow, P., Vernon, G. (2023). International Human Resource Management. Kogan Page. 488 pages.
4. Choudhury, R. (2020). Why Work-From-Anywhere is Here to Stay. HBR, October, 2020
5. Cooper, C., Lu, L. (2019). Excessive availability for work: Good or Bad? Human Resource Management Review, 29 (4).
6. Friel, D. (2023). The future of work in diverse economic systems. Cambridge, UK: Cambridge University Press.
7. KPMG International. (2012). Rethinking human resources in a changing world.
8. Manuti, A., & de Palma (2018). Digital HR. Palgrave Macmillan.
9. O'Neill, T., Salas, E. (2018). Creating High Performance Teams in Organizations, Human resource Management Review, 28 (4), 325-331.
10. Stredwick, J. (2008). An introduction to human resource management. 2nd edition. Oxford, UK: Elsevier Butterworth-Hienemenn.
11. 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>
12. Thomas, D., Lazarova, M. (2014). Essentials of International Human Resource Management. Managing People Globally. SAGE Publication, Thousand Oaks, CA.

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

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Г.А.Бевзо

Викладач



О.О.Верхогляд