



MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
«KAZAN STATE POWER ENGINEERING UNIVERSITY»
(FSBEI HE «KSPEU»)

APPROVED

Director of the Institute of Digital
Technologies and Economics

_____ Zainullin R.R.

«24» _____ February _____ 2026

WORK PROGRAM FOR THE DISCIPLINE

B1.V.04 Human resource management

Field of training

38.03.02 Management

Qualification

Bachelor's
Degree

Program developed by:

Department name	Position, academic degree, academic title	Full name Developer
Management	Associate Professor, PhD in Social Sciences	Shakirova D.M.

Approval	Name of department	Date	Minute s No.	Signature
Approved	Management	10.02.2026	Protocol №5	_____ Head of Department, Doctor of Social Sciences, Professor Makhiyanova A.V.
Agreed	Management	10.02.2026	Protocol №5	_____ Head of the Department., Doctor of Social Sciences, prof.Makhiyanova A.V.
Agreed	Educational and Methodological Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R..
Approved	Scientific Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R.

1. Aims, objectives and expected learning outcomes for the course

The aim of the course ‘Human Resource Management’ is to equip future Bachelor’s degree holders with knowledge in the field of management that will guide their rational behaviour and enable the direct practical application of this knowledge in their professional activities; to study practical approaches that ensure the effective management of an organisation’s human resources.

The objectives of the course are:

- to study the content of the human resources management system;
- to study the main techniques of human resource management. Competencies and indicators developed

in students:

Competence code and name	Indicator code and name
PC-3 Able to use advanced domestic and foreign experience in the field of organizational management to prepare balanced management decisions, taking into account the influence of the modern socio-economic environment.	PC-3.4 Uses modern human resource management technologies necessary for expanding external relations and exchanging experience in implementing projects aimed at the development of the organization
PC-4 Able to develop potential solutions based on target indicators developed for them, with the aim of implementing effective project activities of the organization	PC-4.1 Participates in the identification, collection, and analysis of information for the formation of effective project management decisions

2. Place of the discipline within the programme structure

Prerequisite subjects (modules), placements, research projects, etc. – all subjects in the compulsory part of the curriculum (except the subject ‘Software and Programming in Professional Practice’), and work placements.

Subsequent subjects (modules), placements, research work, etc. – all Elective subjects (modules) of the curriculum, industrial placement (research work), industrial placement (pre-graduation placement).

3. Structure and content of the course

3.1. Structure of the subject

For full-time study

Type of academic work	Total credit hours	Total hours	Semester(s)	
			5	6

TOTAL WORKLOAD OF THE COURSE	10	360	216	144
CONTACT HOURS	-	162	88	74
LECTURE WORK	3.11	112	68	44
Lectures	1.33	48	34	14
Practical (seminar) sessions	1.78	64	34	30
Laboratory work	-	0	0	0
STUDENT'S INDEPENDENT WORK	6.89	248	148	100
Study of course material	3.89	140	112	28
Course project	-	0	0	0
Coursework	1	36	0	36
Preparation for the mid-term assessment	2	72	36	36
Mid-term assessment:			E	E
				CR

For full-time and part-time study

Type of coursework	Total ZE	Total hours	Semester(s)	
			8	9
TOTAL WORKLOAD OF THE COURSE	10	360	144	216
CONTACT HOURS	-	179	81	98
LECTURE WORK	3.44	124	64	60
Lectures	1.72	62	32	30
Practical (seminar) sessions	1.72	62	32	30
Laboratory work	-	0	0	0
STUDENT'S INDEPENDENT WORK	6.56	236	80	156
Study of course material	5.06	182	71	111
Course project	-	0	0	0
Coursework	1	36	0	36
Preparation for the mid-term assessment	0.5	18	9	9
Mid-term assessment:			E	E
				CR

3.2. Course of the subject, structured by sections and types of classes

Course sections	Total hours	Distribution of workload by type of academic work				Forms and types of assessment	Indicator indices for the competencies being developed competencies
		lectures	Lab work	practical classes	independent study		

Section 1	92	18		18	56	TC1	PC-4.1.Z, PC-4.1.U
Section 2	88	16		16	56	TC2	PC-3.4.Z, PC-3.4.U
Exam	36				36	OM 1	PC-3.4.Z, PC-3.4.U PC-4.1.Z, PC-4.1.U
Total for Semester 5	216	34		34	148		
Section 3	72	14		30	28	TC3	PC-3.4.Z, PC-3.4.U
Coursework	36				36	OMkr	PC-4.1.U, PC-4.1.B, PC-3.4.U PC-3.4.V
Exam	36				36	OM 2	PC-3.4.Z, PC-3.4.U PC- 4.1.U
Total for Semester 6	144	14		30	100		
TOTAL	360	48		64	248		

3.3. Course content

Section 1. Human Resource Management System. Topic 1.1. The Essence of Human Resource Management

Concept, purpose and main areas of activity in human resource management. Basic principles of human resource management.

Topic 1.2. The structure of the human resources management system.

The organisation's personnel policy. Concept and structure of the personnel management system. The personnel management department.

Section 2. Technologies for providing organisations with human resources and human resource development.

Topic 2.1. Planning, selection and induction of staff

The nature and content of personnel planning activities. Key schemes and stages of the personnel selection process. The concept, objectives and types of staff induction.

Topic 2.2. Staff development

The concept and main types of professional careers. Career planning.

Organisation of staff training.

Section 3. Techniques for staff motivation and performance appraisal. Topic 3.1. Staff motivation

Concepts of staff motivation and incentives. Factors influencing staff motivation. Key approaches to incentivising staff performance.

Topic 3.2. Staff performance appraisal and human resource management systems

The concept, objectives and conditions of staff performance appraisal. Evaluating the effectiveness of the human resource management system.

3.4. Syllabus for practical sessions

1. The essence of human resource management.
2. The content of the human resources management system.

3. Planning, selection and induction of staff.
4. Staff development.
5. Motivation of staff.
6. Performance appraisal and the personnel management system.

3.5. Thematic plan for laboratory work

This type of work is not included in the curriculum.

3.6. Course project / coursework

Topics for coursework:

1. The role and objectives of human resources management in organisational management
2. The scope of human resource management activities
3. The company's HR policy
4. The organisation's human resources management strategies
5. The organisation's human resources management system
6. Assessment of the effectiveness of the human resources management system
7. Staff planning
8. Operational planning for human resources
9. Planning and forecasting personnel requirements
10. Regulatory and methodological support for human resources management
11. Documentation support for personnel management
12. Personnel marketing
13. Staff selection and recruitment methods
14. Organisation of staff selection and recruitment
15. Management of staff induction
16. Organisation of staff work
17. Occupational health and safety management
18. Staff development management
19. Management of staff career development
20. Staff training organisation
21. Staff motivation
22. Staff motivation
23. Prevention of conflicts within the organisation
24. Conflict management within the organisation
25. Psychology of personnel management
26. Business ethics
27. Methods of personnel management
28. Organisational culture as a factor in human resource management
29. Methods of staff performance appraisal
30. Organising staff performance appraisal

4. Assessment of learning outcomes

Assessment of learning outcomes for the subject is carried out as part of ongoing monitoring and interim assessments, conducted using a points-based rating system (PBS).

Assessment scale for learning outcomes in the subject:

Competency code	Competency indicator code	Planned learning outcomes for the subject	Level of development of the competence indicator			
			High	Medium	Below average	Low
			85 to 100	70 to 84	55 to 69	0 to 54
			Grading scale			
			Excellent	good	satisfactory	unsatisfactory Pass
			pass		fail	
PC-3	PC-3.4	know: content of up-to-date technologies management human resources of the organisation, necessary for expansion external relationships and exchange of experience implementation projects, aimed for the development the organisation	Level knowledge contained and modern of technologist and to be managed and human resources and organisation and necessary for	Level knowledge included and contemporary of technologist his managed and human resources and organisations and necessary for	Minimum acceptable level of knowledge of the content of modern technologies human resource of the organisation, necessary for expanding external links and exchanging experience implementation projects aimed at the development of the organisation, has place	The level knowledge included management contemporary of technologist his managed and human resources and organise organisation, necessary for
			expanded and external relationships and exchange experience implementation and projects, implementation aimed at development	extended and external relationships and exchange experience implementation and projects, directions listed on development		for expanded relations external relationships and exchange experience implementation and projects , direction

			organisation in to correspondence involved	organisation development, in volume, compliance following		of development organisation, below
			programmes training witho ut errors	programmes preparation requirements, has place not how many not serious mistakes	many minor errors	minimal requirements there are place rough errors
		be able to:				
		apply modern management technologies human resources necessary for expansion external relations and exchange of experience in the implementation projects aimed at the development the organisation	All key skills in applying modern technologies management and human and the organisation, necessary for expand and external relations and exchange of experience implementation and projects, aimed towards the development organisations , in full	All basic skills in applying modern technologies management human and of the organisation, necessary for expanding external links and exchanging experience implementation projects aimed at the organisation's development, with a gentle and shortcomings	Demonstrate d the basic skills to apply modern technologies management human resource the organisational structures required to expand external links and facilitate the exchange of experience implementation projects aimed at the organisation's development are taking place minor errors	Not demonstrated basic skills in applying modern technologies human and the organisation, necessary for expanding external links and exchanging experience in the implementation projects , aimed at the organisation's development , are serious errors

			full			
		be proficient in:				
		terminology in the field of modern human resource management technologies organisation, necessary for expanding external relations and exchange of experience in implementing projects aimed at the development the organisation	Demonstrated skills in the application terminology in the field of modern technologies management human and organisations	Demonstrated basic skills the use terminology in the field of modern technologies human human and organisations, necessary for expanding external links and exchanging experience implementation projects aimed at the organisation's development	A minimum set of skills in the application terminology in the field of modern technologies human human and organisation, necessary for expanding external relations and the exchange of experience in implementing projects aimed at the development the organisation	Skills in applying terminology in the field of modern technologies human human organisations, necessary for expanding external links and exchanging experience in the implementation projects , aimed at the organisation's development, not demonstrated
		to know:				
PC-4 Able to develop potential solutions based on target indicators developed for them, with the aim of implementing effective project activities of the	PC-4.1 Participates in the identification, collection, and analysis of information for the formation of effective project management decisions	content of management by staff for the purpose of identification	Level knowledge contained and the system control	Level knowledge contained and system management	Minimum acceptable level of knowledge of the content management system	Level knowledge maintained and system management

organization		and, collection and analysis information for to form	and staff about for the purpose of identify	and staff about for the purpose of identify		and staff om for the purpose of identify
		effective project management decisions	collection and analysis of information for formulation effective project management decisions, to the extent required by the training programme, with out errors	collection and analysis of information for formulating effective project management decisions, to the extent specified in the training programme, there are not just a few minor mistakes	staff for the purposes of identification, collecting and analysing information to develop effective project management decisions, there are many minor errors	collection and analysis of information for the formulation of effective project management decisions below the minimum requirements , there are serious errors
be able to:						

		develop a system for personnel management for the purposes of identify, collect and analyse information for formulate effective project management decisions	Demonstrate all key skills develop a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project management	All key skills to develop a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project	Demonstrate d key skills develop a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project	Not demonstrated key skills in developing a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project
			decisions, in full	management decisions, with a subtle and shortcomings	management solutions, minor errors occur	of management decisions , there are gross errors
		to possess:				

		skills in creating a human resources management system for the purposes of identifying, collecting and analysing information for formulate effective project management decisions	Demonstrate skills in establishing a personnel for the purpose of identifying, collecting and analysing information to develop effective project management decisions, fully	Demonstrate the basic skills for creating a management staff for the purposes of identifying, collecting and analysing information to develop effective project management decisions	Demonstrate a minimum set of skills for creating a management system by staff for the purposes of identifying, collecting and analysing information to develop effective project management decisions	Skills in establishing a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project management decisions , not Assessment materials
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Assessment materials for ongoing monitoring and interim assessment are provided in the Appendix to the course syllabus.

A complete set of assignments and materials required for assessing learning outcomes for the course is held by the department responsible for its development.

5. Teaching, methodological and information support for the course

5.1. Teaching and methodological support

5.1.1. Core reading

1. Shapiro, S. A., Human Resource Management: A Study Guide / S. A. Shapiro. — Moscow: KnoRus, 2023. — 347 p. — ISBN 978-5-406-11518-3. — URL: <https://book.ru/book/949358>. — Text: electronic.
2. Human Resource Management in Organisations: Textbook / I. A. Ivanova, V. N. Pulyaeva, K. H. Abdurakhmanov [et al.]; edited by Yu. G. Odegov, M. V. Polevoy, V. S. Polovinko. — Moscow: KnoRus, 2023. — 583 p. — ISBN 978-5-406-11677-7. — URL: <https://book.ru/book/949839>. — Text: electronic.
3. Pugachev, V. P., Strategic Human Resource Management in Organisations: A Study Guide / V. P. Pugachev, N. N. Oparina. — Moscow: KnoRus, 2022. — 207 pp. — ISBN 978-5-406-09512-6. — URL: <https://book.ru/book/943168>. — Text: electronic.

5.1.2. Further reading

1. Human Resource Management in Organisations: A Textbook for Higher Education Institutions / ed. by A.Ya. Kibanov. - 3rd ed., rev. and expanded. - Moscow: INFRA-M, 2009. - 638 pp. - (Higher Education). - ISBN 978-5-16-002273-4.
2. Human Resource Management: A Textbook for Universities / L.V. Kartashova. - Moscow: INFRA-M, 2013. - 235 pp. - (Textbooks for the MBA Programme). - ISBN 978-5-16-002196-6.
3. Gushchina, E. G., Human Resource Management: A Study Guide / E. G. Gushchina, I. A. Morozova, O. S. Peskova; ed. by L. S. Shakhovskaya. — Moscow: KnoRus, 2021. — 147 pp. — ISBN 978-5-406-02240-5. — URL: <https://book.ru/book/941476>. — Text: electronic.

5.2. Information resources

5.2.1. Electronic and internet resources

No.	Name of electronic and internet resources	Link
1	<i>Encyclopaedias, dictionaries, reference books</i>	http://www.rubricon.com
2	<i>"Open Education" portal</i>	http://npoed.ru
3	<i>Single point of access to educational resources</i>	http://window.edu.ru

5.2.2. Professional databases / Information and reference systems

No.	Name of professional databases	Address	Access mode
1	<i>Official legal information portal</i>	http://pravo.gov.ru	http://pravo.gov.ru
2	<i>Legal reference system on the legislation of the Russian Federation</i>	http://garant.ru	http://garant.ru
3	<i>Scientific electronic library</i>	http://elibrary.ru	http://elibrary.ru
4	<i>Russian State Library</i>	http://www.rsl.ru	http://www.rsl.ru
5	<i>zbMATH: International Abstract Database of Scientific Publications</i>	http://www.zbmath.org	http://www.zbmath.org
6	<i>SpringerLink, an international abstract database of scientific publications</i>	http://link.springer.com	http://link.springer.com

7	<i>Educational portal</i>	http://www.uceba.com	http://www.uceba.com
8	<i>Legal reference system 'Consultant Plus'</i>	http://consultant.ru	http://consultant.ru

5.2.3. Licensing and freely distributed software for the course

No.	Software name	Description	Details of supporting Documents
1	Operating system: Windows 7 Professional (FSTEC-certified)	Licence	TaxNet-Service CJSC No. PO-LIC 0000/2014 dated 27 May 2014 Non-exclusive right. Indefinite
2	Windows 7 Professional (Pro)	Licensed	SoftLineTrade CJS C No. 2011.25486 dated 28 November 2011 Non-exclusive right. Perpetual
3	Office Standard 2007 Russian OLP NL Academic Edition+	Licensed	Soft Line Trade CJSC No. 21/2010 of 4 May 2010 Non-exclusive right. Indefinite term
4	Chrome browser	Free	Free licence Non-exclusive right. Perpetual
5	Moodle LMS	Free	Free licence Non-exclusive rights. Perpetual
6	Windows 10	Licensed	- Softline Trade Ltd No. Tr096148 dated 29 September 2020, non-exclusive licence, valid until 14 September 2021

6. Material and technical support for the course

Name of the type of academic work	Name of teaching room, specialised laboratory	List of required equipment and technical teaching aids
Lectures	Lecture theatre for delivering lecture-style classes	Specialised teaching furniture, technical teaching aids for presenting educational information to a large audience (multimedia projector, computer (laptop), screen), demonstration equipment, teaching visual aids
Practical sessions	A teaching room for holding	Specialised classroom furniture, technical training

	seminars group and individual consultations, ongoing monitoring and interim assessments	(multimedia projector, computer (laptop), screen) etc.
Independent study	Computer room with internet access B-600a	Specialised classroom furniture for 30 students, 30 computers, technical teaching aids (multimedia projector, computer (laptop), screen), video cameras, software
	Library reading room	Specialist furniture, computer equipment with internet access and access to the EIOS, a screen, a multimedia projector, software software
	Classroom for coursework D-708	Specialised furniture, computer equipment with internet access and providing access to EIOS, software

7. Features of the organisation of educational activities for people with disabilities and those with special educational needs

People with special educational needs (SEN) and disabled people are able to move freely from one teaching and laboratory block to another, access all floors of the teaching and laboratory blocks, and study in classrooms and other premises, taking into account the specificities of their psychophysical development and state of health.

For the education of people with disabilities and those with musculoskeletal impairments, unobstructed access to all teaching premises is provided. Information on the special arrangements made for students with special educational needs and disabled students is available on the university's website at www.kgeu.ru. Technical assistance from an assistant is available, as well as the services of sign language interpreters and deaf-blind interpreters.

To facilitate the understanding of reference and teaching materials by students with special educational needs and those with hearing impairments, the following measures are in place:

- to aid orientation in the lecture theatre, signals are used to indicate the start and end of the lesson (the word 'bell' is written on the board);

- the teacher attracts the attention of a student with hearing loss by gesture (placing a hand on the shoulder or giving a gentle tap);
- when speaking to a student, the teacher looks at them, speaks clearly in short sentences, and ensures that lip-reading is possible.

Compensation for difficulties in the speech and intellectual development of hearing-impaired pupils is achieved by:

- the use of diagrams, charts, drawings and computer presentations with hyperlinks that provide commentary on specific elements of the image;
- regularly using exercises to graphically highlight the essential features of objects and phenomena;
- providing students with the opportunity to receive targeted advice via email as required.

To adapt the reference, teaching and educational materials provided for by the educational programme in the chosen field of study to the needs of people with special educational needs and those with visual impairments, the following conditions are provided:

- The official website is being adapted to meet the specific needs of visually impaired people, and large-print information on the timetable is provided;
- the teaching staff member, their conversation partner (if necessary) and those present in the lesson shall introduce themselves to the students, with the name of the person the teaching staff member is addressing being stated each time;
- the teacher's actions, gestures and movements are described briefly and clearly;
- printed information is provided in large print (18 point or larger) and is fully read aloud;
- the necessary level of lighting in the rooms is ensured;
- the opportunity to use computers during lessons and the right to record explanations on a voice recorder (at the students' request) is provided.

The format of ongoing and interim assessments for students with special educational needs and disabilities is determined by the teacher in accordance with the curriculum. Where necessary, students with SEN and disabled students, taking into account their individual psychophysical characteristics, are given the opportunity to undertake interim assessments orally, in writing on paper, in writing on a computer, in the form of a test, etc., or are granted additional time to prepare their answers.

8. Methodological recommendations for lecturers on organising educational work with students.

Methodological support for the process of student development is one of the key factors in high-quality education. A university lecturer, by demonstrating high professionalism, erudition, a clear civic stance, self-discipline and a creative approach to solving

professional tasks, contributes to the formation of a well-rounded personality during the educational process.

When teaching the subject, the lecturer may use the following methods of educational work:

- methods for shaping personal awareness (conversation, debate, suggestion, instruction, supervision, explanation, example, self-control, storytelling, advice, persuasion, etc.);
- methods for organising activities and shaping behavioural experience (assignments, public opinion, pedagogical requirements, instructions, training, creating educational situations, training sessions, exercises, etc.);
- methods of motivating activity and behaviour (approval, encouragement of social activity, reprimand, creating situations of success, creating situations for emotional and moral experiences, competition, etc.)

When teaching the subject, the teacher must take into account the following areas of educational activity:

Civic and patriotic education:

- fostering in students a holistic worldview, a Russian identity, respect for their family, society and the state, for the spiritual, moral and socio-cultural values accepted within the family and society, and for the national, cultural and historical heritage; fostering a desire to preserve and develop this heritage;
- fostering an active civic stance among students, grounded in the traditional cultural, spiritual and moral values of Russian society, in order to enhance their ability to exercise their constitutional rights and fulfil their duties responsibly;
- developing students' legal and political culture, and expanding their constructive participation in decision-making that affects their rights and interests, including through various forms of self-organisation, self-governance and socially significant activities;
- the formation of personal motivations, moral and value-based attitudes that enable individuals to resist extremism, xenophobia, discrimination on social, religious, racial or national grounds, inter-ethnic and inter-confessional intolerance, and other negative social phenomena.

Spiritual and moral education:

- fostering a sense of dignity, honour and honesty, conscientiousness, and respect for parents, teachers and older generations;
- fostering the principles of collectivism and solidarity, a spirit of mercy and compassion, and the habit of caring for people in difficult life situations;
- fostering solidarity and a sense of social responsibility towards people with disabilities, and overcoming psychological barriers towards people with disabilities;
- fostering an emotionally rich and spiritually elevated

attitude towards the world, and the ability and skills to convey one's aesthetic experience to others.

Cultural and educational development:

- developing an aesthetic view of the world;

- fostering respect for the cultural values of one's hometown, region and country;
- enhancing students' cognitive activity.

Scientific and educational development:

- developing a scientific worldview in students;
- developing the ability to acquire knowledge;
- developing skills in analysing and synthesising information, including in a professional context.

Changes and approvals for the new academic

No.	Section number of amendments	Date of amendment	Details of the amendments	'Approved' Head of the Department responsible for the subject	'Approved' by the Chair of the Institute's Teaching and Learning Committee (faculty) of which the graduating
1	2	3	4	5	6
1					
2					
3					



KSPEU

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**ASSESSMENT MATERIALS
for the subject**

B1.V.04 Human resource management

Kazan, 2026

Assessment materials for the course are designed to evaluate learning outcomes against competency achievement indicators.

Assessment of learning outcomes for the course is carried out as part of continuous assessment (CA) and interim assessment, conducted using a marks-based grading system (MBGS).

1. Course Map

Semester 5

Section title	Forms and types of assessment	Rating indicators							
		I. Continuous assessment	Bonus marks for TC1	II – Continuous assessment	Bonus marks for TC2	III. Continuous assessment	Bonus points for TC3	Total	Mid-term assessment
Section 1. ‘Human Human Resource Management’	TC1	30	0-20					30–50	30–50
Test or written questionnaire		5							
Practical assignment		25							
Section 2. ‘Technologies for providing organisations with human resources and the development of human resources’	TC2			25	0-25			25–50	25–50
Test or written questionnaire				5					
Practical assignment				20					
Mid-term assessment (assessment, exam, course work, dissertation)	OM								0–45
Interim assessment									0-15
In written form based on exam papers									0-30

Semester 6

Section title	F O	Assessment criteria
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		I Continuous assessment	Bonus marks for TC1	II continuous assessment	Bonus marks for TC2	III continuous assessment	Bonus points for TC3	Total	Mid-term assessment
Section 3. ‘Staff Motivation Techniques and Performance Appraisal’	TC3					55	0-45	55-100	55-100
Test or written questionnaire						5			
Practical assignment						50			
Mid-term assessment (test, exam, CP, CR)	OM								0-45
Mid-term assessment									0-15
In written form based on exam papers									0-30
Mid-term assessment (test, exam, CP, CR)	OM kr								55-100

2. Assessment materials for continuous assessment and mid-term assessment

Grading scale for learning outcomes in the subject:

Competency code	Competence indicator code	Planned learning outcomes for the subject	Level of development of the competence indicator				
			High	Medium	Below average	Low	
			85 to 100	70 to 84	55 to 69	0 to 54	
			Grading scale				
			Excellent	good	satisfactory	unsatisfactory pass	
			pass				fail
PC-3 Able to use advanced domestic and foreign experience in the field of organizational management to prepare balanced management decisions, taking into account the influence of the modern socio-economic.	PC-3.4 Uses modern human resource management technologies necessary for expanding external relations and exchanging experience in implementing projects aimed at the development of the organization	know: content of modern technologies management human resources organisations, necessary for expansion	Level knowledge contained and modern modern technologist and to be managed and	Level knowledge contained and modern modern technologist his managed -ia	Minimum acceptable level of knowledge of the content of modern technologies	Level knowledge included and modern organisations technologist his managed and	

environment		external relations and the exchange of experience in implementing projects aimed at the development the organisation	human resources and the organisation, necessary for expanding external relations and the exchange of experience in the implementation projects aimed at the development the organisation, to the extent corresponding to the training programme, with out errors	human and the organisation, necessary for expanding external relations and the exchange of experience in the implementation projects aimed at the development the organisation, to an extent corresponding to the training programme, there are a few minor errors	management human and organisation, necessary for expanding external relations and the exchange of experience in the implementation projects aimed at the organisation's development, many minor errors occur	human resources and the organisation, necessary for expanding external links and exchanging experience in the implementation projects , aimed at the organisation's development , below the minimum requirements , there are serious errors
		be able to:				
		apply modern human resource management technologies human resources organisations necessary for expanding external links and exchange of experience in implementing projects aimed at developing	All key skills in applying modern technologies human resource and organisation,	All key skills in applying modern technologies management human resource	Demonstrate d apply key skills modern technologies management human and	Not demonstrated basic skills in applying modern technologies human human resource

		within the organisation	necessary for expanding external links and exchanging experience implementation projects aimed at the development of the organisation, in full	of the organisation, necessary for expanding external relations and exchanging experience implementation projects aimed at the development of the organisation, with a slight shortcomings	of the organisation, necessary for expanding external relations and exchanging experience implementation projects aimed at the organisation's development are taking place minor errors	and the organisation, necessary for expanding external links and exchanging experience in the implementation projects , aimed at the organisation's development , are serious mistakes
		be familiar with:				
		terminology in the field of modern human resource management technologies organisation, necessary for expanding external relations and exchange of experience in implementing projects aimed at the development the organisation	Demonstrated skills in the application terminology in the field of modern human human organisation, necessary for expanding external relationships and	Demonstrated basic skills in the application terminology in the field of modern technologies human human resource of an organisation, necessary for expanding external	Demonstrated a minimum set of skills in the application terminology in the field of modern technologies human human and organisation, necessary for the expansion	Skills in the application of terminology in the field of modern technologies management human human organisations, necessary for expanding external links and exchanging

			exchange of experience implementation projects aimed at the development of the organisation, fully	relationships and the exchange of experience in the implementation projects aimed at the organisation's development	the development of external relations and the exchange of experience in the implementation projects aimed at the development of the organisation	experience in implementing projects, aimed at the development of the organisation, not demonstrated
PC-4 Able to develop potential solutions based on target indicators developed for them, with the aim of implementing effective project activities of the organization	PC-4.1 Participates in the identification, collection, and analysis of information for the formation of effective project management decisions	know:				
		the content of the human resources management system for the purposes of identifying, collecting and analysing information for formulating effective project management decisions	Level of knowledge of the content of the by staff for the purpose of identifying, collecting and analysing information to develop effective project management decisions, to the extent required by the training programme, with out errors	Level of knowledge of the content of the management by staff for the purpose of identifying, collecting and analysing information to develop effective project management decisions, to the extent required by the training programme, there are not so many minor errors	At the very least acceptable level of knowledge of the management by staff for the purposes of identifying, collect and analyse information to develop effective project management decisions, many minor errors occur	Level of knowledge of the content of the management by staff for the purpose of identifying, collecting and analysing information to develop effective project management decisions below minimum requirements, there are serious errors
be able to:						

		develop a system for personnel management for the purposes of identify, collect and analyse information for formulate effective project management decisions	Demonstrate all key skills develop a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project management decisions, in full	All key skills develop a management system personnel for the purpose of identifying, collecting and analysing information to develop effective project management decisions, with a fair and shortcomings	Demonstrate d key skills develop a management system personnel for the purpose of identifying, collect and analyse information to develop effective project management decisions, minor errors occur	Not demonstrated basic skills in developing a management system by staff for the purpose of identifying, collecting and analysing information to develop effective project management decisions , there are serious errors
		possess:				
		skills in creating a human resources management system for the purposes of identifying, collecting and analysing information for formulate effective project management decisions	Demonstrate skills in establishing a personnel for the purpose of identifying, collecting and analysing information for form	Demonstrate basic skills for creating a management personnel for the purposes of identification, collecting and analysing information for	Demonstrate a minimum set of skills for creating a management system personnel for the purpose of identifying, collecting and analysing	Skills in establishing a personnel for the purpose of identifying, collecting and analysing information to develop effective

			management effective project management solutions, fully	the formation effective project management decisions	information for the development of effective project management decisions	project management decisions , not demonstrated
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A **‘Distinction’** is awarded for the completion of *practical assignments during the semester; test assignments; a thorough understanding of human resource management systems and technologies; and comprehensive and substantive answers to the examination questions;*

A **‘Good’** grade is awarded for the completion of *practical assignments during the semester; test assignments; an understanding of human resource management systems and technologies; and answers to the exam questions;*

The grade **‘satisfactory’** is awarded for the completion of *practical assignments during the semester and test tasks;*

A **‘unsatisfactory’** grade is awarded for poor and incomplete completion of *practical assignments during the semester and test assignments;*

3. List of assessment methods

Brief description of the assessment tools used for ongoing monitoring of academic progress and interim assessment of students in the course:

Name of assessment tool	Brief description of the assessment tool	Description of the assessment tool
Practical assignment (PA)	A tool for assessing the ability to apply acquired theoretical knowledge in a practical situation. The task is designed to assess subject-specific competences and contains clear instructions on how to complete it or a step-by-step procedure	Set of problems and tasks
Test (Test)	A system of standardised tasks, enabling the automation of the procedure for measuring a learner’s level of knowledge and skills	Set of test tasks
Course project (PP), Coursework (CW)	The final product resulting from the planning and completion of a set of educational and research tasks. It enables the assessment of students to construct their own knowledge independently whilst solving practical tasks and problems, and to navigate on the websites , and	Project (work) topics
	of development analytical, research skills, practical and creative thinking. May be carried out individually or in groups	

4. List of assessment tasks or other materials required to assess the knowledge, abilities and skills characterising the stages of competence development during the course of study

Example of an assignment

For ongoing assessment of KC1:

Competence being assessed: PC-4 – Able to develop potential solutions based on the targets set for them, with the aim of implementing effective project activities within the organisation, PC-4.1 – Participates in the identification, collection and analysis of information to develop effective project management decisions.

Test

<i>Question</i>	<i>Answer options</i>
<i>Is not a component of the concept of 'human resource'</i>	<i>work function</i>
	<i>social relations</i>
	<i>activating activity</i>
	<i>the employee's condition</i>
<i>Creating a creative atmosphere at work Employees should be assigned to the following method of personnel management</i>	<i>organisational</i>
	<i>economic</i>
	<i>socio-psychological</i>
	<i>administrative</i>
<i>Is not one of the activities involved in human resource management</i>	<i>personnel marketing</i>
	<i>staff induction</i>
	<i>staff segmentation</i>
	<i>staff motivation</i>

Questions for the integrated task *TK1*

1. Explain the concept of an organisation's workforce as an object of management.
2. Explain the content of the main types of personnel policy.
3. Explain the essence of human capital theory. Sample assignment:
For the _____ organisation _____ organisation _____, _____ specific methods of personnel management.

For ongoing assessment of TK2:

Competency being assessed: PC-3 – Able to utilise advanced domestic and international experience in organisational management to develop balanced management decisions, taking into account the influence of the modern socio-economic environment, PC-3.4 – Uses modern human resource management technologies within the organisation, necessary for expanding external links and exchanging experience in the implementation of

projects aimed at the organisation's development.

Test

Question	Answer options
The activities of personnel marketing include	establishing criteria for evaluating staff performance
	establishing staff requirements
	developing a staff promotion plan
	developing a staff incentive scheme
The groups of parameters that determine the general staff requirements do not include	characteristics
	phenomena
	motivational attitudes
	skills
The staff development subsystem does not include	staff retraining
	staff upskilling
	staff career planning
	personnel marketing

Questions for the integrated task TK2

1. Explain the essence of human resources planning.
2. Identify the main components of personnel marketing.
3. Explain the stages of staff induction. Sample assignment:
Develop the requirements for any vacancy within the organisation of your choice.

For the current assessment of TK3:

Competency being assessed: PC-3 – Able to utilise advanced domestic and international experience in organisational management to develop balanced management decisions, taking into account the influence of the modern socio-economic environment, PC-3.4 – Uses modern human resource management technologies within the organisation, necessary for expanding external links and exchanging experience in implementing projects aimed at the organisation's development.

Test

Question	Answer options
The following are examples of incentives for work	professional incentives
	moral incentives
	corporate incentives
	targeted incentives
The following is not included in the terms of the performance appraisal staff performance	acceptance by the committee decision on the assessment an employee and the formulation of proposals to change their status
	development of an assessment programme
	Establishing performance standards and performance indicators
	formation of an assessment panel
Performance appraisal of staff serves one of the following purposes	identifying prospects for an employee's potential
	to determine the employee's assessment panel
	determining the employee's additional responsibilities
	Identification of components of the employee's organisational culture

Questions for the comprehensive task TK3

1. Explain the content of the main areas for motivating staff performance.
2. Explain the main indicators used to assess staff performance.

3. List the main methods for evaluating staff performance. Sample assignment: Develop measures to motivate staff performance for a company of your choice (or for a specific division thereof).

For the mid-term assessment:

(examples of exam questions)

1. The concept and structure of an organisation's workforce.
2. The concept human resources and key principles of human resource management.
3. Human capital theory.
4. The concept and structure of the personnel management system.
5. The nature, scope of activities and levels of workforce planning.
6. Key frameworks and stages of the recruitment process.
7. Organisation of staff training.
8. The concept of motivation and incentives for staff performance.
9. Performance evaluation indicators.
10. Methods for evaluating staff performance.

For the mid-term assessment:

(coursework topics)

1. The role and tasks of human resource management in organisational management
2. The scope of human resource management activities
3. The company's personnel policy
4. The organisation's human resource management strategies
5. The organisation's human resource management system
6. Assessment of the effectiveness of the human resources management system
7. Staff planning
8. Operational planning of personnel management
9. Planning and forecasting personnel requirements
10. Regulatory and methodological support for human resources management
11. Documentation support for human resources management
12. Personnel marketing
13. Staff selection and recruitment methods
14. Organisation of staff selection and recruitment
15. Management of staff induction
16. Organisation of staff work

17. Occupational health and safety management
18. Staff development management
19. Management of staff career development
20. Staff training organisation
21. Staff motivation
22. Staff motivation
23. Conflict prevention within the organisation
24. Conflict management within the organisation
25. Psychology of personnel management
26. Business ethics
27. Methods of personnel management
28. Organisational culture as a factor in human resource management
29. Methods of staff performance appraisal
30. Organisation of staff performance appraisal

The topic must be examined using a specific company as an example; therefore, the name of the company must also be included in the final wording of the topic. For example, - Workforce planning at Planet Ltd 'Planeta'.

The coursework is to be completed in accordance with the guidelines developed by the department. The defence of the coursework is assessed as a separate, independent

m the examination.

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