

**PJSC “Higher Educational Institution
“INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT”**



SYLLABUS
of the academic discipline

HR MANAGEMENT

Level of higher education:	first (bachelor's) level
Field of knowledge:	D Business, Administration and Law
Specialty:	D3 Management
Study program:	Management

IAPM 2025

General information about the academic discipline

Name of the academic discipline	HR Management
Code and name of the specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Compulsory
Number of credits and hours	3 credits/90 hours Lectures: 20 hours Seminars/practical classes: 14 hours Students' independent work: 56 hours
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Final control type	Exam

General information about the instructor. Contact information.

Full name of the instructor	Oleksii Miroshnychenko
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Sociocultural aspects of modern management; historical memory and national identity as resources for socially responsible business; HR management and language policy in organizations; methodology of scientific research in the context of digitalization and military challenges.
Links to the registers of identifiers for scientists	Google Scholar: https://surl.li/phtpof ORCID: https://orcid.org/0009-0002-4404-2766
Contact information	
E-mail:	menedzmentuk@gmail.com
Department phone	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/miroshni-chenko-portfolio-a.pdf

Discipline's description.

The discipline “HR management” is aimed at forming a system of fundamental theoretical knowledge and practical skills in the field of human resources management in students. In modern conditions, the concept of HR management acquires key importance, as it aims to realize the interests of not only the organization, but also each employee. The course provides mastery of the main HR processes, understanding of the strategic role and functions of personnel management in business, and also forms a holistic vision of the personnel management system and its components in accordance with leading professional standards.

The subject of the discipline is a system of theoretical knowledge and practical tools of human resources management, which covers: the place of HR management in the general structure of organization management; principles of HR policy formation and personnel planning methods; personnel involvement technologies and organization of HR managers; management of social processes, in particular group dynamics of the team; personnel release management procedures; methods of improving the quality of working life of employees and criteria for evaluating the effectiveness of HR management.

The aim of the discipline is the formation of professional competencies necessary for effective management of human resources of a modern organization, which includes the assimilation of a holistic complex of theoretical knowledge about the strategic role of HR and the development of practical skills in the development and implementation of personnel policy, the application of planning, involvement, development and evaluation technologies personnel.

The objectives of the discipline:

1. Determine the place and strategic role of HR management in the general management system of the organization.
2. Analyze HR management as a social system, reveal its impact on the effectiveness of the organization's functioning.
3. Develop key elements of HR policy in accordance with the strategic goals of the enterprise.
4. Carry out personnel need planning based on analytical and forecast data.
5. Justify the choice of modern methods of attracting and selecting personnel for a specific type of enterprise.
6. Structure the activities of HR managers, determine its main functions and directions of development.
7. Develop a competency model for a specific position according to the organization's mission and values.
8. Analyze the socio-psychological climate in the team and determine ways to improve it.
9. Identify factors affecting group dynamics and propose measures to increase team efficiency.
10. Assess the level of staff turnover and develop a strategy for its optimization.
11. Form an algorithm for organizing the personnel release procedure in compliance

with ethical and legal norms.

12. Propose measures to improve the quality of working life of employees and strengthen corporate culture.
13. Analyze the personnel motivation system at the enterprise and propose ways to improve it.
14. Evaluate the effectiveness of HR managers using quantitative and qualitative indicators.
15. Develop recommendations for improving communication processes between the HR service and other structural units.
16. Explore the relationship between HR strategy and an organization's overall business strategy.
17. Analyze the impact of digital technologies on personnel management processes.
18. Evaluate the effectiveness of professional training and personnel development programs.
19. Formulate approaches to talent management in the conditions of a changing labor market.
20. Determine methods of evaluating the performance of personnel and develop a KPI system for a specific position.
21. Conduct a SWOT analysis of the organization's HR function and determine directions for its strategic improvement.
22. Make recommendations for the formation of an innovative corporate culture focused on the development of human potential.

Prerequisites for the discipline:

The study of the discipline is based on the knowledge, abilities and skills that students have acquired in studying the previous discipline “Organization Management”, “Business Management”, “Personnel Management”, “Financial Management”, “Public Relations”.

Post-requisites for the discipline:

After completing this discipline, students must be able to control the factors influencing the formation of the concept of “HR management”; monitor the construction of personnel development projects; control the planning and recruitment procedure; monitor the results of conducted candidate surveys; ensure control over the fair formation of remuneration; ensure control over personnel turnover; ensure control over the absence of conflict situations in the team.

Program competences

General competences	GC9. Ability to learn and acquire up-to-date knowledge. GC11. Ability to adapt and act in new situations. GC12. Ability to generate new ideas (creativity). GC13. Appreciation of and respect for diversity and multiculturalism.
Special	SC5. Ability to manage an organization and its divisions

competences	<p>through the implementation of management functions.</p> <p>SC7. Ability to select and apply modern management tools.</p> <p>SC9. Ability to work in a team and establish interpersonal communication while solving professional tasks.</p> <p>SC10. Ability to evaluate the work performed, ensure its quality, and motivate the organization's personnel.</p> <p>SC14. Understanding the principles of psychology and the ability to apply them in professional activities.</p> <p>SC15. Ability to develop and demonstrate leadership qualities and behavioral skills.</p>
Intended learning outcomes	<p>ILO9. Demonstrate teamwork, leadership, and collaboration skills.</p> <p>ILO10. Possess skills in substantiating effective tools for motivating an organization's personnel.</p> <p>ILO14. Identify causes of stress, adapt oneself and team members to stressful situations, and find ways to neutralize them.</p> <p>ILO15. Demonstrate the ability to act in a socially responsible and civic-minded manner, guided by ethical considerations, and show respect for diversity and multiculturalism.</p>

Content of the academic discipline

№	Topics	Number of hours, of which :			Teaching methods /assessment methods
		L e c t u r e s	S e m i n a r s	I n d e p e n d e n t w o r k	
5 th semester Content module 1. HR management: basic concepts and main functions					Teaching methods: verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; reductive method; analytical; synthetic; explanatory and illustrative; reproductive; method of problem presentation; partial-search; research; interactive methods (analysis of situations; discussions, debates, polemics; dialogue, synthesis of thoughts; brainstorming; practice of
Topic 1.	HR management in the management system of organizations.	2	1	6	
Topic 2.	HR management as a social management system.	2	1	6	
Topic 3.	HR policy of the organization.	2	1	6	
Topic 4.	HR planning in organizations.	2	1	6	
Content module 2. Professional development,					

management, formation and effectiveness of personnel management					skills; situational modeling, processing of discussion issues); modeling of professional activity; innovative teaching methods (competent; project-research); case method. Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, essays); test control (closed tests: test alternative, test compliance); method of self-control and self-assessment; assessment of case tasks.
Topic 5.	Involvement of organization personnel.	2	2	6	
Topic 6.	Organization of activities and functions of HR services.	2	2	4	
Topic 7.	The collective as a social group.	2	2	6	
Topic 8.	Management of the staff release process.	2	1	6	
Topic 9.	Management of the quality of working life of the organization's employees	2	1	6	
Topic 10.	Effectiveness of HR management.	2	2	4	
Module test					
Total:		20	14	56	
Final assessment: exam					

Technical equipment and/or software – official website of IAPM:

<http://IAPM.com.ua> The educational process involves the use of classrooms, a library, a multimedia projector, and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to internet resources, which is provided through a free Wi-Fi network.

Forms and methods of assessment.

Assessment of students' academic performance is divided into ongoing and final (semester) assessment.

Ongoing assessment is conducted during practical (seminar) classes and is aimed at systematically checking the understanding and assimilation of theoretical material, as well as the ability to apply theoretical knowledge when completing practical tasks. The possibilities of ongoing assessment are extensive: it can support learning motivation, stimulate educational and cognitive activity, enable a differentiated approach to teaching, and ensure individualization of the learning process.

Forms of student participation in the educational process subject to ongoing assessment include:

- oral reports;
- comments and questions to the speaker;

- consistent performance in seminar classes and active participation in discussions;
- participation in debates and interactive learning activities;
- analysis of legislation and academic literature;
- written assignments (tests, quizzes, creative tasks, essays, etc.);
- preparation of theses and summaries of academic or scientific texts;
- independent study of course topics.

Methods of ongoing assessment include: oral assessment (interview, discussion, report, presentation, etc.); written assessment (tests, essays, written presentations on assigned topics, etc.); combined assessment; presentation of independent work; observation as a method of assessment; testing; analysis of problem situations.

Grading system and requirements.
Table of distribution of points received by students

	Ongoing knowledge assessment										Modular assessment task	Exam	Total points
Topics	T o p i c 1	T o p i c 2	T o p i c 3	T o p i c 4	T o p i c 5	T o p i c 6	T o p i c 7	T o p i c 8	T o p i c 9	T o p i c 10	20	40	100
Work in a seminar	3	3	3	3	3	3	3	3	3	3			
Independent work	1	1	1	1	1	1	1	1	1	1			

The table contains information about the maximum points for each type of assignment.

When assessing the mastery of each topic within ongoing educational activities, students receive marks in accordance with the approved assessment criteria for the respective discipline.

The criteria for evaluating learning outcomes and the distribution of points are regulated by the Regulations on the Assessment of Students' Academic Achievements at PJSC "HEI IAPM".

Modular assessment. Modular assessment in the discipline "HR Management" is conducted in written form as testing using closed-type test items, including alternative and matching formats.

Criteria for evaluating the modular test in the academic discipline “HR Management”:

When evaluating the modular test, the volume and correctness of the completed tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- the grade "good" (B) is given for the completion of 80% of all tasks;
- the grade "good" (C) is given for the completion of 70% of all tasks;
- the grade "satisfactory" (D) is given if 60% of the proposed tasks are completed correctly;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- the grade "unsatisfactory" (FX) is given if less than 50% of the tasks are completed.

Absence from the modular test work - 0 points.

The above grades are transformed into rating points as follows:

- "A" - 18-20 points;
- "B" - 16-17 points;
- "C" - 14-15 points;
- "D" - 12-13 points.
- "E" - 10-11 points;
- "FX" - less than 10 points.

The final semester assessment in the academic discipline “HR Management” is a mandatory form of evaluating student learning outcomes. It is conducted within the period established by the academic schedule and covers the volume of material defined in the course syllabus.

The final assessment is administered in the form of an exam. A student is admitted to the exam only if all required coursework specified in the syllabus has been completed.

The final (semester) grade for a discipline assessed by examination consists of two components: the results of ongoing assessment and the exam grade.

The maximum number of points for ongoing assessment is 60, and the maximum for the exam is 40.

The minimum number of points required to pass the exam is 25.

The grade for ongoing assessment is formed as the sum of rating points earned by the student during seminar/practical classes and any incentive (bonus) points, if applicable.

After evaluating a student’s exam responses, the instructor adds the exam score to the points earned for ongoing assessment to determine the final grade for the course.

Scale for the assessment of exam tasks

Scale	Total points	Criteria
Excellent level	30–40	The task is completed with high quality; the student has achieved the maximum score in the assessment of theoretical knowledge.
Good level	20–29	The task is completed with high quality and a sufficiently high proportion of correct answers.
Satisfactory level	10–19	The task is completed with an average number of correct answers; the student has demonstrated theoretical knowledge with significant errors.
Unsatisfactory level	0–9	The task is not completed; the student has demonstrated theoretical knowledge with major errors.

Assessment of additional (individual) types of educational activities.

Additional (individual) types of educational activity include student participation in scientific conferences, research societies and problem groups, preparation of publications, and other activities beyond the tasks defined in the syllabus of the academic discipline.

By decision of the department, students who engage in research work or complete certain types of additional (individual) educational activities may receive incentive (bonus) points for a specific educational component.

Incentive points are not mandatory and are not included in the standard point distribution table or the main assessment scale.

A single event may serve as the basis for awarding incentive points for only one educational component – the one to which it is most relevant.

Assessment of independent work

The total number of points earned by a student for completing independent work is one of the components of academic performance in the discipline. Independent work for each topic, in accordance with the course program, is evaluated within the range of 0 to 1 points using standardized and generalized knowledge assessment criteria.

Scale for evaluating the performance of independent work (individual tasks)

The maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
1	1	0,75	0,5	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations, and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies

(optional format); solving situational tasks; preparation of summaries on independently studied topics; testing or written examinations; preparation of draft articles, conference abstracts, and other publications; other forms that ensure comprehensive assimilation of the study program and contribute to the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To assess the learning outcomes of a student during the semester, a 100-point, national and ECTS assessment scale is used

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment for exam, course project (work), internship	
		National scale assessment for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail unsatisfactory with mandatory re-study of the discipline

Discipline's Policy:

- regularly attend lectures and practical classes;
- work systematically and actively in lectures and practical classes;
- catch-up on missed classes;
- perform the tasks required by the syllabus in full and with appropriate quality;
- perform control and other independent work;
- adhere to the norms of academic behaviour and ethics.

The academic discipline “HR Management” requires adherence to the principles of ethics and academic integrity, with particular emphasis on preventing plagiarism in all its forms. All written assignments, reports, essays, abstracts, and

presentations must be original, authored by the student, and not overloaded with quotations, which must be accompanied by references to primary sources. Violations of academic integrity include academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

Student assessment is based on participation and activity in seminar/practical classes, completion of independent work tasks, and performance of assignments aimed at developing practical skills and competencies. Additional (bonus) points may be awarded for activities such as participation in round-table discussions, scientific conferences, or student research competitions.

Methodological support of the academic discipline

Teaching and methodological support for the discipline includes lecture notes, methodological guidelines for conducting practical (seminar) classes, and methodological recommendations for students' independent work in the academic discipline "HR Management".

Recommended sources of information:

Normative and legal acts:

1. Code of Labor Laws of Ukraine: Law of Ukraine (as amended and supplemented. № 322-08 dated 01.01.2019). URL: <https://zakon.rada.gov.ua/laws/show/322-08> (appeal date 08/30/24).
2. On guarantees of labor rights of employees: Decision of the Constitutional Court of Ukraine dated 06/27/2023 № 5-p/2023. URL: <https://zakon.rada.gov.ua/laws/show/n0005005-23> (appeal date 08/30/24).
3. On civil service: Law of Ukraine (as amended and supplemented. № 889-VIII dated 01.01.2022). URL: <https://zakon.rada.gov.ua/laws/show/889-19> (appeal date 08/30/24).
4. On ensuring equal rights and opportunities for women and men: Law of Ukraine (as amended and supplemented. № 2866-IV from 07.11.2022). URL: <https://zakon.rada.gov.ua/laws/show/2866-15> (appeal date 08/30/24).
5. On employment of the population: Law of Ukraine dated 07/05/2012 № 5067-VI. URL: https://kodeksy.com.ua/pro_zajnyatist_naselennya.htm (appeal date 08/30/24).
6. On prevention and counteraction of discrimination in Ukraine: Law of Ukraine (as amended and supplemented. № 5207-VI from 16.01.2023). URL: <https://zakon.rada.gov.ua/laws/show/5207-17> (appeal date 08/30/24).
7. On the protection of personal data: Law of Ukraine dated 01.06.2010 № 2297-VI. URL: <https://zakon.rada.gov.ua/laws/show/2297-17> (appeal date 08/30/24).
8. On collective management of property rights: Law of Ukraine (as amended and supplemented. № 2415-VIII dated 07/22/2021). URL: <https://zakon.rada.gov.ua/laws/show/2415-19> (appeal date 08/30/24).
9. On collective agreements and agreements: Law of Ukraine (as amended and

- supplemented. № 3356-12 dated 12.27.2019). URL: <https://zakon.rada.gov.ua/laws/show/3356-12> (appeal date 08/30/24).
10. On training and internship of employees: Resolution of the CMU № 48 dated January 29, 2020. URL: <https://zakon.rada.gov.ua/laws/show/48-2020-п> (appeal date 08/30/24).
 11. On remuneration: Law of Ukraine (as amended and supplemented. № 108/95-BP from 12/27/2023). URL: <https://zakon.rada.gov.ua/laws/show/108/95-%D0%B2%D1%80> (appeal date 08/30/24).
 12. On the basics of social protection of persons with disabilities in Ukraine: Law of Ukraine. Entered into force by Resolution of the Verkhovna Rada dated March 21, 1991. №876-XII. Edition dated 08/21/2024, №3911-IX. URL: <https://zakon.rada.gov.ua/laws/show/875-12#Text> (application date 08/30/24).
 13. On labor protection: Law of Ukraine (as amended and supplemented. № 2694-XII dated 12/27/2019). URL: <https://zakon.rada.gov.ua/laws/show/2694-12> (appeal date 08/30/24).
 14. On the procedure for resolving collective labor disputes (conflicts): Law of Ukraine (as amended and supplemented. № 137/98-BP from 07.11.2012). URL: <https://zakon.rada.gov.ua/laws/show/137/98-%D0%B2%D1%80> (appeal date 08/30/24).
 15. On professional development of employees: Law of Ukraine dated January 12, 2012 № 4312-VI. URL: <https://zakon.rada.gov.ua/laws/show/4312-17> (appeal date 08/30/24).
 16. On social dialogue in Ukraine: Law of Ukraine dated 12.23.2010 № 2862- VI. URL: <https://zakon.rada.gov.ua/laws/show/2862-17> (appeal date 08/30/24).

Basic literature:

1. Vasilieva G. A. Recruitment technologies in the digital age. Lviv: Publishing House «Svit», 2024. 270 p.
2. Woolpen E. Implementation of innovations in HR management. Kharkiv: Publishing House «Ranok», 2023. 265 p.
3. Woolpen E. Seven digital HR trends of 2020. URL: <http://www.management.com.ua/tend/tend1208.html> (appeal date 08/30/24).
4. Goncharova I. IN. Modern HR management: trends and challenges. Lviv: LNU named after. AND. Franka, 2022. 275 p.
5. Dragan O. AND. Economic and social and labor aspects of personnel management: theory and practice: monograph. Kyiv: Department, 2017. 271 p.
6. Dyakov O. P., Ostroverkhov V. M. Personnel management [Electronic resource] : teaching-method. manual. /O. P. Dyakov, V. M. Ostroverkhov ; 2nd ed., revised and supplemented - Ternopil : TNEU, 2018. 288 p.
7. Zalyubinska L. M., Skoryk M. L. HRM: A Textbook, Part Two. Odesa: Odesa National University named after I.I. Mechnikova, 2017. 410 p.
8. Kovalchuk N. IN. HR analytics: data that changes approaches to personnel management. Kyiv: KNEU, 2021. 192 p.
9. Kramarenko A. P. Flexibility and adaptability in HRM: new realities after the

- pandemic. Dnipro: University of Economics and Law, 2022. 230 p.
10. Markovych O. L. HR as a strategic management function: a training manual. Kyiv: KNEU, 2024. 298 p.
 11. Sydorenko V. O. HR management in the era of digital transformation. Odesa: ONU named after. II. Mechnikova, 2023. 310 p.
 12. Shkrobot MV, Veduta LL. HR management: lecture notes: a study guide for students of higher education majoring in 073«Management». Kyiv: KPI named after. Igor Sikorskyi, 2020. 270p.
 13. Shubaly O. M. Personnel management. Lutsk: Lutsk National Technical University, 2018. 403 p.

Additional literature:

1. Bezpalko O. V., Berger A. D., Berezyanko T. M., Hryniuk Yu. M., Hryshchenko D. G., Dragan O. I., Zenina-Bilichenko A. S., Maznyk L. M., Tertychna L. I., Solomka O. M., Chygrynets O. A. Personnel management: a training manual. Kyiv: MPP «LINO», 2022. 612 p.
2. Head N. IN. To the analysis of the world experience of economic education of personnel management specialists. Scientific works of MAUP. Economic Sciences Series, 2018, vol. 56(2), P. 38-45. [http://library.iapm.edu.ua/Naukovi_vydannya/Naukovi_praci_MAUP/Naukovi_praci_MAUP_56\(2-2018\)_Ekonom.pdf](http://library.iapm.edu.ua/Naukovi_vydannya/Naukovi_praci_MAUP/Naukovi_praci_MAUP_56(2-2018)_Ekonom.pdf)
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4. Head N. V., Zgalat-Lozynska L. O. Directions for increasing the validity of social and labor standards as a tool for implementing the concept of decent work. Black Sea Economic Studies: Economic Scientific and Practical Journal. Demography, labor economics, social economy and politics. Vol. 49/2020. S. 141-145.
5. Goncharova I. IN. HR management: practical solutions for the modern labor market. Lviv: Publishing House «Svit», 2024. 312 p.
6. Dmytrenko G. A., Holovach N. V., Zgalat-Lozynska L. O. Human development strategy. New humanism in education: scientific and journalistic publication /General ed. Dmytrenko G. A. K.: DKS-center, 2021. 257 p.
7. Dmytrenko G. A., Holovach N. V., Zgalat-Lozynska L. O., Semenets-Orlova I. A. How to make education in Ukraine a world leader in the formation of the best human qualities: project-journalistic publication /Under general ed.. G. A. Dmytrenko. K.: DKS-Center, 2022. 84 p.
8. Dmytrenko G. A., Zgalat-Lozynska L. O., Holovach N. V., Doroshenko L. S., Lapytska N. I., Danyliuk L. S., Riktor T. L. Scientific and technological foundations of the formation of competitive human capital in the education system in the direction of the new humanism: monograph /D. A. Dmytrenko, L.

- O. Zgalat-Lozynska, N. IN. Chairman and others; for general ed. G. A. Dmytrenko. Kyiv: Interregional Academy of Personnel Management. 2024. 300 p.
9. Dmytrenko G.A., Golovach N.V., Golovach D.M., Zgalat-Lozynska L.O., Oliynyk V.V., Pomytkin E.O., Semenets-Orlova I.A. Innovative development of humanity at the turn of the hour: the Ukrainian systemic path: scientific and journalistic publication /General ed. G.A. Dmytrenko, V.V. Oilman. K.: DKS-Center, 2024. 242 p.
 10. Dmytrenko G. A., Holovach N. IN. Opportunities to increase the competitiveness of the economy based on human resources. Scientific works of MAUP. Economic Sciences Series, Issue 1 (59), 2020. P.24-31.
 11. Dmytrenko G. A., Holovach N. IN. The human-centered essence of economic development. Economy and society. Issue № 29/2021. <https://doi.org/10.32782/2524-0072/2021-29-8>
 12. Dmytrenko G. A., Holovach N. V., Zgalat-Lozynska L. O. Human-centered economy: the role of the quality of human potential in the economic growth and decline of Ukraine and the world /G. A. Dmytrenko, N. IN. Golovach, L. O. Zgalat-Lozynska //Scientific works of the Interregional Academy of Personnel Management. Economic Sciences. – 2025. – № 3(79). – P. 19-27. – DOI: <https://doi.org/10.32689/2523-4536/79-2>
 13. Zgalat-Lozynska L. O., Holovach N. IN. The method of evaluating the development of management personnel at domestic enterprises. Innovative economy. 2018. №9-10 [77]. P.69-74. <http://inneco.org/index.php/innecoua/article/view/336>
 14. Klymchuk A. O. Enterprise management in the system of evaluation, motivation and stimulation of personnel: monograph. Khmelnytskyi: KhNU, 2018. 283 p.
 15. Kovalchuk K. F., and others. Personnel management: a training manual. Dnipro: Accent PP, 2019. 302 p.
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 17. Communicator and manager: modern functions of an HR manager. URL: https://ares.by/blog/kommunikator_i_upravlenets_sovremennye_funktsii_hrmen_edjera (appeal date 08/30/24).
 18. Lazorenko L. Peculiarities of modern human resources management. URL: <http://www.personal.in.ua/article.php?ida=635> (appeal date 08/30/24).
 19. Markovych O. L. Personnel management in new economic realities. Dnipro: University of Economics and Law, 2024. 260 p. 13
 20. Palekha Yu. AND. Personnel management: a training manual. Kyiv: Lira-K, 2016. 336 p.
 21. Petrunya Yu. E., Kolyada S. P., Kovtun N. S. HRM. Workshop: study guide. Dnipropetrovsk: University of Customs and Finance, 2016. 211 p.
 22. Polishchuk I. I., Shved V. IN. Personnel management: educational and methodological manual. Vinnytsia: Works, 2019. 283 p.
 23. Sydorenko V.O. Digital transformation in HR: innovative approaches. Kharkiv: KhNURE, 2024. 285p.

24. The HRM system of a developing organization. URL: <http://library.if.ua/book/34/2302.html> (appeal date 08/30/24).
25. Modern HR skills. Talent Management. URL: <https://www.talentmanagement.com.ua/4644-4644-hr-skills> (appeal date 08/30/23).
26. Tarasevich O. IN. Personnel management of industrial enterprises: system-oriented approach: monograph. Vinnytsia: Nilan, 2017. 397 p.
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Information resources:

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2. Domestic Internet portal for managers, section «Personnel» is filled with articles and materials for practical application in HR management. URL : <http://www.management.com.ua/hrm/> (address date 08/30/24).
3. Project «HR in UA» – author's site of Ukrainian HR manager Inna Zhigadlo. URL : <http://zhinna.wordpress.com/> (address date 08/30/24).
4. Project «HR-coffee shop» of the Lviv Club of Personnel Managers. URL : <http://hr-kavjarnia.com.ua/> (address date 08/30/24).