

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

GENDER ASPECTS OF MANAGEMENT

Specialty	D3 Management
Level of higher education	first (bachelor's) level
Study program:	Management

General information about the academic discipline

Name of the discipline	Gender aspects of management
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	3 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the instructor. Contact information.

Lihanenko Iryna	
Academic degree	PhD in Economic Sciences
Position	Associate Professor of the Department of Economics and Management (Program Guarantor)
Areas of scientific research	Strategic management of business development and marketing strategies in the context of digital transformation; formation of corporate culture, crisis management, and ensuring the economic security of enterprises.
Links to the registers of identifiers for scientists	Google Scholar: https://surl.li/tsmvvp ORCID: https://orcid.org/0000-0003-0716-289X SCOPUS: https://surli.cc/xvnypi
Contact information:	
E-mail:	menedzmentuk@gmail.com
Contact phone number	+380677445957
Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/liganenko-portfolio-a.pdf

Discipline's description.

The educational discipline "Gender Aspects of Human Resource Management" is aimed at developing a modern understanding of the role of the gender factor in organizational development among future managers. The course focuses on studying tools for ensuring equal rights and opportunities, overcoming stereotypes, and implementing inclusivity policies, which is critical for the European integration of Ukrainian business.

The subject of the discipline includes the regularities, mechanisms, and tools for incorporating gender aspects into the human resource management system, as well as methods for building an inclusive organizational environment..

The goal of teaching the discipline is to form a system of theoretical knowledge and practical skills regarding the application of a gender-oriented approach in management activities to increase the efficiency of using the organization's human capital.

The main objectives of the discipline are studying international and national standards of gender equality; mastering methodologies for gender auditing of HR processes; developing strategies to counter discrimination and segregation in the workplace; and fostering a culture of non-discriminatory leadership.

As a result of studying the course, the student should

know:

- the basic conceptual and categorical apparatus of gender management;
- the content of the regulatory and legal framework of Ukraine and the EU regarding the assurance of gender equality;
- the essence of vertical and horizontal gender segregation in the labor market;
- the methodology for conducting gender analysis and auditing in organizations;
- tools for preventing mobbing, harassment, and other forms of discrimination..

be able to:

- identify and deconstruct gender stereotypes in managerial communications;
- conduct audits of job descriptions for gender neutrality;
- develop measures to bridge the gender pay gap;
- model work-life balance strategies for personnel;
- design internal corporate policies on ethics and non-discrimination.

Prerequisites for the discipline:

The discipline is based on the knowledge acquired during the study of compulsory educational components of previous periods, in particular Law, Management, and Macroeconomics.

Post-requisites for the discipline:

The acquired competencies will be used during the study of compulsory disciplines in subsequent semesters, namely HR Management, Corporate Social Responsibility, Leadership and Communications, and Motivational Management.

Content of the academic discipline

№	Topics	Teaching methods /assessment methods
Topic 1	Genesis and conceptual foundations of gender management.	<p>Teaching methods:</p> <ul style="list-style-type: none"> – problem-based lectures and discussions using multimedia presentations for the analysis of gender statistics; – analysis of real-life management cases regarding the overcoming of discrimination and the implementation of inclusivity; – role-playing games to practice skills in gender-neutral recruitment and conflict resolution; – development of individual or group proposals to improve the gender policy of an enterprise;
Topic 2	Regulatory and legal regulation of gender equality in the sphere of labor.	
Topic 3	Gender segregation in the labor market and in organizations.	
Topic 4	Gender aspects of recruitment and personnel selection.	

Topic 5	Gender features of leadership and management styles.	<ul style="list-style-type: none"> – the use of AI for auditing job vacancies for gender bias and conducting online testing. <p>Assessment methods:</p> <ul style="list-style-type: none"> – online tests (open-ended and closed-ended questions) to verify knowledge of legislation and basic categories of gender management; – assessment of the ability to solve situational tasks regarding overcoming the "glass ceiling" and the gender pay gap; – defense of an original gender policy concept or an inclusivity program for a specific organization; – evaluation of critical thinking in the analysis of current trends; – monitoring of participation in debates and the reasoning of one's position on ethical aspects of management.
Topic 6	Motivation and remuneration system: the gender dimension.	
Topic 7	Balance between professional and personal life.	
Topic 8	Gender audit and gender mainstreaming in organizations.	
Topic 9	Conflictology and prevention of discrimination in the labor collective.	
Topic 10	The future of human resource management: inclusivity and diversity.	
Modular test		
Final assessment: pass/fail (credit)		

Technical Equipment and Software

Multimedia equipment (projector, computer) is used for the visualization of educational material during lectures and seminars. Access to the Internet via free Wi-Fi coverage is provided for the completion of practical tasks and in-depth study of specific topics.

Forms and Methods of Control

The system for evaluating students' knowledge includes current and final (semester) control. Current assessment is carried out systematically during practical and seminar classes to verify the level of mastery of theoretical foundations and the development of diagnostic and forecasting skills.

Forms of student participation in the educational process subject to current control:

Student participation in the educational process is implemented through oral presentations, presentations of analytical research, reports based on case study analysis, as well as active involvement in professional discussions and brainstorming sessions. The written component of the work covers the completion of control and test tasks, the preparation of analytical notes, essays, and synopses based on lecture materials and self-study.

Methods of current control:

The methodological toolkit for control combines oral forms (surveys, interviews) and written types of work (reports, calculation tasks, model building). Evaluation is also based on observing students' activity during problem-solving situations, verifying the presentation results of individual projects, and conducting testing with open-ended and closed-ended types of tasks.

Grading system and requirements.

Table of distribution of points received by students

Topics	Ongoing knowledge assessment						Module assessment task	Pass /Fail	Total points
	Topic 1,2	Topic 3,4	Topic 5	Topic 6 7	Topic 8 9	Topic 10			
Work in a seminar	7	7	7	7	7	7	20	20	100
Independent work	3	3	3	3	3	3			

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".

Assessment Criteria and Procedure

The system for evaluating knowledge in the discipline is based on the requirements of the current "Regulations on the Assessment of Students' Knowledge" and is implemented through a cumulative mechanism. This approach guarantees that all the student's achievements during the semester are taken into account, including the quality of practical work, module control results, and participation in discussions, ensuring transparency in the formation of the final grade.

1. Assessment of Module Control. Module control is carried out once a semester in the form of a Comprehensive Module Control Work (MCW) after the completion of the study of the main educational material. The MCW aims to verify the level of mastery of theoretical knowledge and the ability to apply it in solving applied problems in the field of documentary support of management.

When evaluating the module test, the scope and correctness of the completed tasks are taken into account:

- "Excellent" (A) is awarded for the correct completion of all tasks (or more than 90% of all tasks);
- "Good" (B) is awarded for the completion of 80% of all tasks;
- "Good" (C) is awarded for the completion of 70% of all tasks;
- "Satisfactory" (D) is awarded for the correct completion of 60% of the proposed tasks;
- "Satisfactory" (E) is awarded if more than 50% of the proposed tasks are completed correctly;

- "Unsatisfactory" (FX) is awarded if less than 50% of the tasks are completed.
- Absence from the module test — 0 points.

The aforementioned grades are converted 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.

Final semester assessment for the discipline "**Gender Aspects of Management**" is a mandatory form of evaluating students' learning outcomes. It is conducted within the timeframes defined by the curriculum and covers the scope of material specified by the course program.

Final evaluation is conducted in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is assigned based on the student's learning results throughout the semester. The student's grade consists of points accumulated from current assessment results and incentive points.

Students who have completed all the necessary tasks and received a score of 60 points or higher receive a grade corresponding to the earned score without additional testing.

For students who have completed all the necessary tasks but received a score below 60 points, as well as for those wishing to improve their score (result), the instructor conducts a final assessment in the form of a test during the last scheduled session of the discipline in the academic semester.

Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of students in the work of scientific conferences, student research circles, and problem groups, the preparation of publications, participation in All-Ukrainian Olympiads and competitions, as well as international competitions, etc., beyond the scope of tasks established by the relevant work program of the educational discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) educational activities may be awarded incentive (bonus) points for a specific educational component.

Evaluation of Self-Study Work

The total number of points received by a student for performing self-study work is one of the components of academic success in the discipline. Self-study work for each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized knowledge assessment criteria.

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

The maximum possible assessment of independent	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory

work (individual tasks)				
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge mastery based on oral answers, reports, presentations, and other forms of participation during practical (seminar) sessions; individual or group projects requiring the development of practical skills and competencies (optional format); situational task-solving; preparation of summaries on self-study topics; testing or written exams; preparation of draft articles, conference abstracts, and other publications; other forms that ensure a comprehensive mastery of the educational program and facilitate the gradual development of skills for effective independent professional (practical, scientific, and theoretical) activity at a high level.

To evaluate the learning outcomes of the higher education seeker throughout the semester, a 100-point scale, the national scale, and the ECTS grading scale are applied.

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	satisfactory	
68 – 74	D		
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:

Successful mastery of the educational component "Gender Aspects of Management" requires high self-discipline and a responsible attitude toward the educational process from students. Mandatory conditions include regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality completion of all types of independent and control tasks provided by the program. In case of missed classes or receiving unsatisfactory results, the student is obliged to eliminate academic debt by completing assignments for the relevant topics.

A strict adherence to the norms of academic ethics and culture of behavior is an integral part of learning. The educational process is based on the principles of academic integrity, which implies exclusively independent performance of all written works, reports, and presentations. Any borrowing of thoughts or texts from other authors must be

accompanied by correct references to the primary sources. Within the framework of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery, or biased evaluation.

Recommended sources of information:

Basic literature:

1. On Ensuring Equal Rights and Opportunities for Women and Men: Law of Ukraine dated September 8, 2005, No. 2866-IV. URL: <https://zakon.rada.gov.ua/laws/show/2866-15>.
2. On Approval of the Action Plan for the Implementation of the Obligations of the Government of Ukraine taken within the Framework of the International Initiative "Biarritz Partnership" for the Establishment of Gender Equality: Decree of the Cabinet of Ministers of Ukraine dated December 16, 2020, No. 1578-p. URL: <https://zakon.rada.gov.ua/laws/show/1578-2020-p>.
3. On the Approval of the State Strategy for Ensuring Equal Rights and Opportunities for Women and Men for the Period until 2030 and the Approval of the Operational Plan for its Implementation for 2022–2024: Decree of the Cabinet of Ministers of Ukraine dated August 12, 2022, No. 752-p. URL: <https://zakon.rada.gov.ua/laws/show/752-2022-p>.
4. Gender Disproportions in Ukraine during the War. National Institute for Strategic Studies. URL: <https://niss.gov.ua/news/komentari-ekspertiv/henderni-dysproportsiyi-v-ukrayini-pid-chas-viynny>.
5. Gender Indicators of the Economy. State Statistics Service of Ukraine. URL: https://www.ukrstat.gov.ua/druk/publicat/kat_u/2021/2021_Indukator-Monitor.pdf.
6. Gender Equality and Economic Development. UN. URL: <https://genderchampions.com/generation-equality>.

Additional literature:

1. Ioffe, M. V. (2024). Gender features of leadership development in the sphere of public administration under modern decentralization conditions. *Problems of Modern Transformations*. Series: Law, Public Administration and Administration, (13).
2. Lazor, O. D., Lazor, O. Ya., & Yunyk, I. H. (2023). Transformation of the legal mechanism for the formation and implementation of gender policy in Ukraine. *Dnipro Scientific Journal of Public Administration, Psychology, Law*, (2).
3. Safonik, N., & Bohomol, K. (2021). General aspects of the application of a gender-oriented approach in the sphere of labor relations and entrepreneurial activity. *Economy and Society*, (35).
4. Karp, O. (2025). The role of women in economic recovery: socio-economic challenges and opportunities. *Kyiv Economic Scientific Journal*, (9), 98–103.

5. Korobka, S. V. (2024). Trends in the development of female entrepreneurship: new horizons and opportunities. *Problems of Modern Transformations. Series: Economics and Management*, (11).
6. Assessment of the state of female entrepreneurship in the Odesa region: analysis of obstacles and barriers (2024). Charitable Fund "Right to Protection", LLC "Company 'Pro-Consulting'".
7. Needs and problems of Ukrainian female entrepreneurs in the conditions of full-scale war: report within the project Good Governance Fund "Revitalization of the business climate in Ukraine" (2024). KSE.

Internet resources:

1. State Statistics Service of Ukraine ("Gender Statistics" section) — official data on employment, wage levels, and the representation of women and men in various sectors of the Ukrainian economy.
2. "Diia.Business" Platform ("Female Entrepreneurship" section) — practical cases, educational series, and analytical reports on the role of women in the modern business environment.
3. Official website of the United Nations (UN Women) — access to international reports, gender equality standards, and "Gender Mainstreaming" strategies in a global context.
4. "GURT" Resource Center — a database of applied materials, trainings, and methodologies for implementing non-discrimination and inclusivity policies in organizations.
5. Gender Data Portal (World Bank Group) — an interactive World Bank database that allows for the comparison of gender indicators of the Ukrainian labor market with other countries.
6. European Institute for Gender Equality (EIGE) Portal — methodological recommendations for conducting gender audits and developing Gender Equality Plans (GEP) for enterprises.