PJSC ‘Higher Educational Institution
’Interregional Academy of Personnel Management"

SYLLABUS OF THE ACADEMIC DISCIPLINE ‘RESOURCE MANAGEMENT”

Speciality: D3 Management

Educational level: first (bachelor’s) level

Study programme: Management

MAUP 2025

General information about the academic discipline

Name of the academic course	"Resource management"
Code and name of the speciality	D3 'Management'
Level of higher education	first (bachelor's) level of Higher Education
Status of the discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of study of the discipline	semester
Language of instruction	Ukrainian
Type of final assessment	Credit
Page of the discipline on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

General information about the lecturer. Contact information

KONONOV IVAN OLEKSANDROVICH	
Scientific degree	Candidate of Sciences
Academic title	Associate Professor
Position	Associate Professor of the Department of Management
Disciplines taught by NPP	Basics of entrepreneurial activity Basics of business management Operational management Basics of scientific research in management Motivational management
Areas of scientific research	Improvement of methods of economic analysis of enterprises, management decision-making in conditions of uncertainty
Links to identifier registers for scientists	Google Scholar https://scholar.google.com.ua/citations?user=b1XA85sAAAAJ&hl=uk&oi=sra

Contact information of the lecturer :	
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The teacher's portfolio on the website of the department /Institute /Academy	https://kh.maup.com.ua/

Annotation. The course "Resource Management" forms the knowledge and skills necessary for effective resource management, offers a methodical basis and tools for resource support for the development of enterprises.

Purpose and objectives of the discipline

Developing an understanding of resource management as a process applied in cost determination, control and decision-making. Formation of knowledge and skills regarding the formation of a management system. Development of skills in effective resource management.

Prerequisites of the academic discipline. To successfully complete the course, you need to have knowledge and practical skills in the following disciplines: «Fundamentals of management», «Theory of organization», «Accounting».

Content of the academic discipline (full-time education)

№	Topic name	Teaching methods/ assessment methods
CONTENT MODULE 1. Management of tangible and intangible resources		**Teaching methods:** verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistics, graphs); Explanatory and illustrative; reproductive; problem presentation method; partially-search; Research; interactive methods (analysis of economic situations; discussions, debates; brainstorming; situational modeling; practice of modeling skills); case method (analysis of real economic situations, search for problems, proposal of solutions, construction of models); modeling of professional activity (building economic models, forecasting, scenario modeling).
Topic 1.	Introduction to the discipline "Resource Management"	
Topic 2.	Management of material resources	
Topic 3.	Management of intangible resources	
CONTENT MODULE 2. Managing labour resources and classifying costs		
Topic 4.	Management of labor resources	
Topic 5.	Classification and behavior of expenses	
Topic 6.	Building a model of resource use and decision-making	

		Assessment methods: oral control (oral survey, evaluation of participation in discussions, other interactive learning methods); written control (control, independent works, analytical tasks, essays); test control (closed form tests: test alternative, test compliance, data and model analysis tasks); self-control and self-assessment method; assessment of case tasks; assessment of project and laboratory works (simulation of economic processes, forecasting).
Modular test		
Form of assessment: credit		

Technical facilities and/or software. In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

Forms of control methods.

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

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

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);

- work with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.
Table of distribution of points received by students of higher education*

Topics	Ongoing knowledge assessment										Final control		
											Modular control work	**Credit ****	**Total number of points**
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, applicants are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC ‘Higher Educational Institution ’MAUP".

Modular control is carried out in the last class of the module in written form, in the form of a test.

Criteria for assessing the modular test in the academic discipline “Resource management”:

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

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

Failure to attend the module test results in 0 points.

The above 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

The final semester assessment in the course “Resource management” is a mandatory component of evaluating students’ learning outcomes. It is conducted within the timeframe established by the academic calendar and covers the full scope of material defined by the course syllabus.

The final assessment is conducted in the form of a test. Only students who have completed all required coursework and assessment tasks are admitted to the final semester assessment.

The final grade is determined based on the student’s academic performance throughout the

semester. It consists of:

- points accumulated through continuous assessment;
- incentive (bonus) points awarded in accordance with institutional regulations.

Students who have completed all required tasks and obtained 60 points or higher receive the corresponding final grade without additional testing.

Students who have completed all required tasks but obtained fewer than 60 points, as well as those wishing to improve their grade, are required to complete a final test administered during the last scheduled class of the semester.

Assessment of Additional (Individual) Learning Activities

Additional (individual) learning activities include participation in: scientific conferences; student research groups and academic clubs; problem-focused research groups; preparation of academic publications; national academic Olympiads and competitions; international competitions and other scholarly activities exceeding the requirements of the course syllabus.

By decision of the department, students who actively participate in research activities or complete additional individual academic tasks may be awarded incentive (bonus) points for the respective educational component.

Assessment of Independent Study

The total number of points obtained for independent study constitutes an integral component of the overall academic performance in the course.

Independent work for each topic, in accordance with the course syllabus, is assessed within a range of 0 to 3 points, based on standardized and generalised assessment criteria evaluating the level of knowledge acquisition and analytical competence.

Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible grade for independent work (individual assignments)	Level of implementation			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

Assessment forms include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competences (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum 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 higher education students during the semester, a 100-point, national and ECTS assessment scale is used

Final assessment scale: **national and ECTS**

Total points for all types of educational activities	**ECTS rating**	**Assessment on a national scale**	
		for exams, course projects (assignments), practical training	for credit
90 – 100	A	excellent	passed
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of retaking the exam	Failed with the possibility of retaking the exam

0 – 34	F	unsatisfactory with mandatory retaking of the course	Failed with mandatory retaking of the course

Course policy.

To successfully master the course «Resource management», the student has to:
- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Resource management» involves the assimilation and observance of the principles of ethics and academic integrity, in particular the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

Recommended sources of information.

Basic literature:

1. Enterprise resource management [Electronic resource]: monograph / edited by Ph.D., prof. G. O. Shvydanenko. K.: KNEU, 2014. – 418 p.
2. Enterprise resource management: textbook / S. E. Kuchina, O. M. Kitchenko, S. V. Chernobrovkina – Kharkiv: NTU "KhPI", 2021. 227 p.Hansen D. R., Mowen M. M., Caldwell C.M., (2002) Cost Management: Accounting and Control, 5 Edition. – Thomson South-Western. Retrieved from https://www.portcity.edu.bd/files/636444804364870777_CostManagementAccounting&Control.pdf
3. Kaplan, R (2010). Conceptual Foundations of the Balanced Scorecard. – Boston, Harvard Business School Press. Retrieved from https://www.hbs.edu/ris/Publication%20Files/10-074_0bf3c151-f82b-4592-b885-cdde7f5d97a6.pdf
4. Siegel, J. G., Shim, J. K. (2005). Budgeting basics and beyond. 2 Edition. – John Wiley & Sons, Inc. Retrieved fromhttp://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/BUDGET%20Budgeting%20Basics%20and%20Beyond.pf

Additional literature:

1. Heagney J. (2012) Fundamentals of Project Management, 4 Edition . – American Management Association. Retrieved from https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf
2. Duane J. R., Sustainability And Infrastructure Resource Allocation. Journal of Business & Economics Research. September 2009; 7 (9): 71 –76. Retrieved from https://core.ac.uk/download/pdf/268111587.pdf
3. Wallace T. F. Kremzar M. H. (2001). ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning. Retrieved from https://repository.dinus.ac.id/docs/ajar/ERP_-_Making_It_Happen.pdf
4. Armstrong, M., (2009). Armstrong's Essential Human Resource Management Practice: A Guide to People Management, 11 Edition . – London; Philadelphia : Kogan Page. Retrieved from https://opac.feb.uinjkt.ac.id/repository/4b052cb1a168dc087380e37c21b0ef9a.pdf
5. Kobylkin D. S. Rak Yu. P. Management of resource allocation interaction in project management of implementation and operation of emergency call systems. Bulletin of the National Technical University "KhPI". Series: Strategic management, portfolio, program and

project management. 2016. No. 1. Pp. 66-69