

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
National Aviation University
Faculty of Economics and Business Administration
Management of Foreign Economic Activity of Enterprises Department

APPROVED
Acting Rector

« ___ » _____ 2018



Quality Management System

SYLLABUS

on

“Human Resource Management”


Field of study: 073 "Management"
Major: "Management of Foreign Economic Activity"

Year of Study of Master Degree – 2^d Semester – 2th

Classroom Sessions – 34 Examination – 2th semester
Self-study – 86

Total (hours/ECTS credits) – 120/4.0

Index C-6-6.030601/15-3.1.2.2

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The Syllabus on "Human Resource Management" is based on the educational and professional program Master Curriculum № CB-6-6.030601/15 for major 073 “Management” and correspondent normative documents.

Developed by:

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Discussed and approved by the Graduate Department for Major 6.030601 “Management” – Management of Foreign Economic Activity of Enterprises Department, Minutes № ___ of " ___ " _____ 2019.

Head of the Department _____ O. Kyrylenko


The Syllabus discussed and approved by the Scientific-Methodological-Editorial Board of the Educational and Research Institute of Economics and Management, Minutes № ___ of " ___ " _____ 2019.

Head of the SMEB _____ I. Shevchenko

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« ___ » _____ 2019

Director of the Center
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Document level – 3b
The planned term between the revisions – 1 year
Master copy

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1. EXPLANATORY NOTE

The curriculum of the discipline "Human Resources Management" was developed on the basis of "Methodological Instructions for the Development and Design of Training and Work Curriculum Programs of the disciplines", introduced by the order of 16.06.2015. №37 / pp.

This discipline "Human Resources Management" occupies an important place in the system of economic education and is one of the main disciplines in the training of specialists in the direction.

The purpose of teaching the discipline "Human Resources Management" is to give students the knowledge of the theoretical foundations of human resources management and the practical ability to apply effective methods of forming per-sonal management at a particular enterprise.

The tasks of studying the discipline are:

substantiation of the strategy and tactics of enterprise development,
substantiation and testing of optimal managerial decisions,
team building and personnel development management.

As a result of studying this discipline student must:

Know

the basic principles and principles of personnel management,
methods of staff assessment and human resources forecasting,
principles and methods of providing firms with personnel,
the basic requirements for the formation of personnel and social policy of firms,

Be able:

to define the functions of the personnel management service in accordance with the functions of the enterprise,
to determine the quantitative and qualitative composition of the personnel of the personnel management services in accordance with the functions performed, to determine the current and future need for personnel,
apply effective methods of forming personnel management at a particular enterprise.

The educational material of the discipline is structured on a modular basis and consists of two classical training modules namely:

Training module №1 "Fundamentals of personnel management of the organization".

Training module number 2 "Formation of staff and personnel development management", each of which is a logically complete, relatively independent, integral part of the academic discipline, the mastering of which involves modular control work and analysis of the results of its implementation.

The discipline "Human Resources Management" is based on the knowledge of such disciplines as "State and Regional Management", "International Economic Relations" and is the basis for studying such disciplines as: "Modeling of Management Solutions", "Office Management".

2. CONTENT OF THE DISCIPLINE

2.1 MODULE № 1 "FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT OF ORGANIZATION"

Topic 2.1.1 Personnel management system in management of organizations.


Trends in personnel management of successful companies. Systems approach to management of staff of the organization. Stages of historical development of human resource management. Analysis of modern concepts and theories of human resource management.

Personnel management as a specific function. Meaning of "human resources", "staff", "working capacity". Systems approach to HR management in an organization. Stages of historical development of human resource management. Analysis of modern concepts and theories of human resource management.

Topic 2.1.2 Human Resource Management as a social system. Typical personality traits associated with his/her behavior in an organization. The concept of personality. Value orientations of employee. Classification of personnel by category and their characteristics. The number and structure of the staff. Requirements for professional qualification of employees. Expertise and competence of the employee.

Concept of personality. Value orientations of employee. Individuum and individuality: common and different of personnel. Classification of personnel by category and their characteristics: production staff (employees) and management (employees), content of their functions and major categories in organizations of different areas. Value and meaning of "occupation", "profession", "expertise", "position". Requirements for professional qualification of employees. Professional competence and professional competence.

Topic 2.1.3 HR policy and HR strategy of organization. The concept and importance of personnel policy in the organization. Classification of types of personnel policy by the main features. The content of personnel policies at

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different stages of life cycle of the organization. The essence of strategy of human resource management. Main types of HR strategy. Interconnection of the development strategy of organization, HR strategy and HR policy.

Concept and importance of personnel policy in the organization. Factors influencing personnel policy and conditions of its realization. Classification of types of personnel policy for the main features. Stages of development (design) of personnel policies and their contents: regulation, programming and monitoring staff. The legal framework for the implementation of modern personnel policy (content and contradiction).

Topic 2.1.4 Organization and functions of HR. Purpose and role of HR in modern organizations. The main functions and responsibilities of personnel department. Roles and functions of HR manager in the organization of personnel department.

Essence of the strategy of human resource management. Mechanism of the development and implementation of HR strategies. Main types of HR strategy. Relationship of the development strategy of the organization, HR strategy and HR policies.

Topic 2.1.5 Personnel planning in organizations. Concept of workforce planning. Purpose and objectives of staff planning at the facility. Types of planning. The concept of personnel marketing and its functions. Methods for determining the staffing needs of the enterprise. Characteristics of personnel planning methods. Planning staff by job categories.

Purpose and role of HR in modern organizations. State, problems and trends of the personnel services. Main functions and responsibilities of HR department. Status, organizational structure and principles of separation of powers between HR practitioners.

Topic 2.1.6 Organizing recruitment and selection of staff. Content of the process of recruitment and hiring of employees. Main sources of information about job vacancies. Determination of vacancies. Formation of requirements for applicants.

Concept of workforce planning. The purpose and objectives of the planning staff at the enterprise. Types of planning: strategic, tactical, operational (current). Methods for determining the staffing needs of the enterprise. Characteristics of methods of staff planning.

Topic 2.1.7 Involving staff. Role of recruitment agencies. Orientation and models and methods of selecting employees. Criteria for selection of employees. General procedures for hiring staff in organizations. Types of interviews. Analysis and evaluation of individual differences of applicants, their comparison.

Content of the process of recruitment and hiring of employees. Main sources of information about job vacancies. Formation of requirements for applicants. Engaging staff: creation of a database of qualified candidates for selection. Characteristics of sources to attract candidates. Role of recruitment agencies. Vocational guidance and vocational work. Models and methods of selecting employees. Criteria for selection of employees. Stages of recruitment. Test. The decision to hire.

Topic 2.1.8 Working adaptation and its types. Employment rate adaptation and factors that contribute. Steering and educational role of the manager and HR manager.

Working adaptation and its types: organizational, social, psychological, occupational, and physiological. Primary and secondary adaptation. Entry and integration.


Module № 2 "Formation of collective and management of human resource development"

Topic 2.2.1 Formation of the team of organization. Team as a social group. Signs of the team. Features of team and its variants in the organization. Role of a manager and HR manager in the formation of team. Signs of the team. Principles and process steps in the creation of the team. Formal and informal structure of the workforce.

Team as a social group. Signs of team: unity of purpose, conventional separation, organizational and territorial cohesion. Features of team and its variants in the organization. Role of the manager and the HR manager in formation of the team. Types of staff structures: functional, professional qualifications, socio-demographic, age, socio-psychological, social-class. Team as the highest form of internal organization of the group.

Topic 2.2.2 Solidarity and social development of team. Team cohesion: nature and stage. Teams united, fragmented and disconnected. Factors affecting the cohesion of the team. Team and collective: similar and different.

Team cohesion: nature and stages. Features of HR at the stages of development team. Teams united, fragmented and disconnected. Factors affecting cohesion of the team. Concept of team and teamwork in personnel management. The team and the collective: different and similar.

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Topic 2.2.3 Social and psychological characteristics of the team as an object control. Psychological compatibility of team members and factors causing it. Social role of the individual. Essence and importance of the social group.

Social and psychological characteristics of the team as a control object. Psychological compatibility of team members and factors causing it. Social role of the individual. Requirements for psychological qualities of employees and managers of modern organizations. Essence and importance of the social group. Content stages of project development, approval and implementation of plan for social development. Description of the main sections and documentary representation. Methods of gathering social information.

Topic 2.2.4 Evaluation of staff in the organization. Evaluation of staff in modern organizations. Essence and types of personnel evaluation purposes. Criteria and methods for evaluating staff. Basic principles of effective business evaluation of staff. Methods for evaluating managers. Criteria for evaluation and types of business leaders. Performance evaluation of different categories of managers. The main criteria of evaluation of specialists. Staff attestation. Organization and procedure for certification of personnel. Using the results of personnel certification.

Evaluation of staff in modern organizations. Essence and types of personnel evaluation purposes. Criteria and methods for evaluating staff. Qualitative, quantitative and combined methods of evaluation of business employees. Basic principles of effective business staff evaluation. Evaluation of the quality of different categories of personnel. Purpose and content of the Examination Board. Organization and procedure for certification of personnel. Documentation accompanying certification. Using the results of certification of personnel.

Topic 2.2.5 Managing personnel development and movement. General and professional development. Essence and tasks of professional development of staff. Identifying and analysis of needs of the staff. Training. Program training. Concept of working careers and career growth. Models of career. Management of mobility of personnel. Planning and preparation of personnel reserve.

General and professional development. Essence and tasks of professional development of staff. Training. Program training. Postgraduate and secondary education. Internships. Meaning of "self-education", "self-development". Prospects for professional development in Ukraine. The concept of working careers and career growth. Factors that determine direction and speed of a career.

Topic 2.2.6 Managing staff release. Causes and factors of personnel release. The procedure for dismissal. Social guarantees. Features of the employee to retire as a form of release. Management turnover and the factors that cause them. Development of measures to regulate the turnover of staff. Managing quality of work life of employees of the organization. Safety management personnel.

Causes and factors of the release of personnel. Procedure for dismissal. Social and operations criteria for selecting employees for dismissal. Social guarantees. Features of the employee to retire as a form of release. Management turnover and factors that cause them. Absolute and relative levels.


Typical violations of labor and executive discipline, their causes. Accidents. Disciplinary influence. Management of work life quality of employees of the organization. Management of personnel safety: safety and health of workers in the organization. Preventive and control measures in personnel management in the enterprise.

Topic 2.2.7 Social partnership in the organization. Social partnership as a means of reconciling the interests of employers and employees. The mechanism of functioning of the system of social partnership. Collective agreement as a means of strengthening social partnership. Regulation of industrial relations in the organization.

Social partnership as a means of reconciling interests of employers and employees. Mechanism of social partnership system functioning: functions and objectives, legal framework. Interests of employers and workers commonality and divergence, and probability of conflict escalation. Regulation of industrial relations in the organization. NGOs. The role of the trade union organization representing the interests of employees.

Topic 2.2.8 Effectiveness of human resource management. The system of economic, social, and organizational performance management of staff. Performance measures of HR management. A comprehensive evaluation of the effectiveness of HR management. The interdependence of enterprise efficiency and staff performance. Performance evaluation of HR department effectiveness.

System of economic, social, and organizational performance HR: nature and content. Performance measures of HR management. Comprehensive evaluation of HR management effectiveness: nature, advantages and disadvantages in application. Methods for evaluating effectiveness of the work of staff. Interdependence of enterprise efficiency and performance of staff. Performance evaluation of the HR department effectiveness. The effectiveness of personnel costs.

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3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT


3.1. List of references

Basic literature

- 3.1.1. Балабанова Л.В. Управління персоналом: навч. посіб. / Л.В. Балабанова, О.В. Сардак. -К.: ВД «Професіонал», 2006.
- 3.1.2. Жуковська В.М. Управління персоналом. Практикум : навч. посіб. / В.М. Жуковська, І.П. Миколайчук. - К.: Київ. нац. торг.-екон. ун-т, 2008. - 293 с.
- 3.1.3. Михайлова Л.І. Управління персоналом: навчальний посібник / МОН.– Київ: Центр учбової літератури, 2007.– 248с.
- 3.1.4. Савельєва В.С. Управління персоналом : навч. посіб. / В.С. Савельєва, Єськов О.Л. - К. : ВД «Професіонал», 2005. - 336 с.
- 3.1.5. Хміль Ф.І. Управління персоналом : підручник / Ф.І. Хміль. - К. : Академвидав, 2006. - 606 с.

3.2 Additional literature

- 3.2.1. Беляцкий Н.П. Управление человеческими ресурсами (HRM): учебно-методическое пособие.– Минск: ФУ Аинформ, 2006.–320с.
- 3.2.2. Виноградський М.Д., Виноградська А.М., Шканова О.М. Організація праці менеджера: навчальний посібник/ МОН; Київський економічний інститут менеджменту. –Київ: Кондор, 2010.– 413с.
- 3.2.3. Доброзорова О.В., Осадчук І.В. Організація праці менеджера: навчальний посібник/ МОН. – Київ: Кондор, 2009.– 502с.
- 3.2.4. Коваленко М.А., Грузнов І.І., Сухомлин Л.Є. Менеджмент трудової активності працівників підприємства: навчальний посібник/ МОН. – Херсон: Олди-плюс, 2006.–288с.: іл.
- 3.2.5. Крушельницька О.В., Мельничук Д.П. Управління персоналом: навчальний посібник/ МОН – 2-е вид., перероб. й доп. – Київ: Кондор, 2006.–308с.
- 3.2.6. Сладкевич В.П., Чернявський А.Д. Сучасний менеджмент організацій: навчальний посібник/ МОН.–Київ: МАУП, 2007.– 488с.

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АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02 – 02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02 – 04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02 – 03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02 – 32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				