

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Air Transportation Management Department

APPROVED

Vice- Rector for Academics

_____ A. Gudmanian

« ____ » _____ 2019



Quality Management System

COURSE TRAINING PROGRAM

on

“Human Resources Management in Transport Industry”

Field of study: 27 “Transport”

Specialty: 275 “Air Transport Technologies”

Specialization: 275.04 “Air Transport Technologies”

Educational Professional Programs: Air Transportation Management,
Multimodal Transport and Logistics

Year of Study – 2

Semester – 3

Lectures - 17

Examination – 3rd Semester

Practicals - 17

Self-study - 71

Total (hours / ECTS credits) - 105/3.5

Homework(1) - 3rd semester

Index: ECB-7-275/17-3.1.7



The Course Training Program on “Human Resource Management in Transport Industry” is based on the Bachelor Extended Curriculum No ECB-7-275/17 for Specialty 275 “Air Transport Technologies, Specialization 275.04 «Air Transport Technologies», Educational Professional Program “Air Transportation Management”, Ukrainian version of this Course Training Program, approved by the Vice-Rector for Academics on 27.02.2019 and corresponding normative documents and order №207/ОД of 27.04.2018 .

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«__» _____ 2019

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«__» _____ 2019

Level of document – 3b


Planned term between revisions – 1 year

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1. EXPALANOTRY NOTE

The Course Training Program on “Human Resource Management in Transport Industry” is designed based on the “Methodological guidelines for the development and performance of the Training Program and the Course Training Program of the subjects” entered into force by the order No 106 dtd. 13.07.2017 and corresponding normative documents.

This subject develops students’ human resource and personnel managerial competences for enterprises and airlines.

The goal of the teaching this discipline is to familiarize students with HRM principles, strategies and policies in recruiting, selecting and appraising employees.

The objectives of studying the discipline are to deepen students’ theoretical knowledge of:

- human resource management organization in transport;
- personnel policy;
- human resource planning;
- personnel recruitment;
- personnel selection;
- personnel training;
- civil aviation employee payment and motivation;
- employee team relations management;
- international human resource management practices.

As a result of studying this discipline the student must:

Know:

- general definitions and terminology of the discipline;
- optimal workplace organization and equipment operation;
- business activity planning, organization and management;
- application of regulatory standards for transport service provision;
- human factor impact on in transport activity.

Be able to:

- differentiate the functional of HRM and personnel management;
- organize and conduct interview for personnel recruitment;
- plan company’s personnel management policy;
- improve employee stimuli, etc.

The educational material of the discipline is structured according to the modular manner and consists of one training module “**Human Resource Development, Nurture and Use in Transport**”.

1.2 PLAN OF THE SUBJECT

1.1.Module 1 “Human Resource Development, Nurture and Use in Transport”.

Topic 1. Fundamentals of Human Resource Management. Systematic Approach to Human Resource Management.

Course objectives and learning outcomes in the system of transport specialists training. ICAO Standards and Recommended Practices for Aviation Personnel Training and Management. HRM goals. Key HRM concepts. Organization management models.

Paternalism concept. Classical theory. Human relations theory. Personnel resource treatment. HRM vs personnel management.

HRM levels. HRM organizational structure in aviation. Interaction between HRM division and other structural units of the enterprise.

Topic 2. HRM as social system. Personnel recruitment and selection.



Subject-object identification of personnel. Personnel classification. Personnel structure. Organizational and functional structure. Social structure and analysis. Staffing structure.

Labour force classification. HR recruitment technique. IT in HR recruitment. Aircraft maintenance personnel recruitment.

Initial personnel selection. Selection procedure. Decision-making. Contract-making. Hiring.

. Staffing policy. HR planning.

Staffing policy elements. Types of staffing policy. Personnel department as a staffing policy implementation tool. Modern aviation enterprise personnel department structure.

HR planning factors. HR planning methods. Steps to aviation enterprise HR planning.

Topic 4 HR motivation. Labour Relations Management. New employee integration.

Employee motivation technique. Employee motivation theories. Remuneration system, its components. Remuneration methods. Civil aviation personnel remuneration.

Team and small group concept. Leadership, its nature. Essence and stages of team cohesion.

Orientation, its goal. Airline and workplace data. Adaptation, its types. New employee integration. Socio-psychological adaptation of aviation personnel.

Topic 5. HR development management. Social development and corporate culture in organization. Strategic HR management.

Career, its types. Personnel assessment. Aviation personnel assessment criteria. Personnel assessment methods.

Aviation personnel corporate culture impact on Aviation Safety. Conflicts, nature, types, management styles.

Conservative and flexible HRM approach. HRM strategic models.

2.2.1 Homework


The homework assignments given to students in the 3rd semester under the approved method guides are aimed at harnessing and improving students' theoretical and practical knowledge and skills in HRM for the transport industry

2. SUBJECT CONTENT

1. Structure of the subject

Table 2.1

SI/N	Topic	Academic hours			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
3 семестр					
Module 1 “Human Resource Development, Nurture and Use in Transport”.					
1.1	Fundamentals of Human Resource Management. Systematic Approach to Human Resource Management	19	4	4	11
1.2	HRM as social system. HR recruitment and selection	19	4	4	11
1.3	Staffing policy in organization. HR planning	18	4	4	10
1.4	Personnel motivation. Labour relations management. New employee integration	18	4	4	10
1.5	HR development management. Social development and corporate culture in organization. Strategic HR management	12	1	-	11
1.6	Homework	8	-	-	8
1.7	Module test No 1	11	-	1	10
Total for module 1		105	17	17	71
Total for 3rd semester		105	17	17	71
Total for the subject		105	17	17	71


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2.2. Lectures, themes and hours

SL/N	Topics	Academic hours	
		Lectures	Self-study
3rd semester			
Module No 1 “Human Resource Development, Nurture and Use in Transport”			
1.1	Subject matter, purpose and objectives of the course. Key HRM concepts.	2	2
1.2	Systematic Approach to HRM. HRM organizational structure at an aviation enterprise.	2	2
1.3	HR recruitment and selection procedures.	2	2
1.4	Organization’s staffing policy. Staffing policy elements. Types of staffing policy.	2	2
1.5	HRM as social system. HR planning.	2	2
1.6	HR motivation, its essence. Employee motivation technique. Employee motivation theories. Remuneration system, its components. Remuneration methods. Civil aviation personnel remuneration.	2	2
1.7	HR development management. Social development and corporate culture in organization. Strategic HR management.	2	2
1.8	Labour relations management. Team and small groups concept. Leadership, its nature. New employee integration.	2	2
1.9	International human resource management practices	1	11
Total for module 1		17	27
Total for the subject		17	27

2.3. Practicals themes and hours

SI/N	Topics	Academic hours	
		Practicals	Self-study
3rd semester			
Module No 1 “Human Resource Development, Nurture and Use in Transport”			
1.1	Subject matter, purpose and objectives of the course. Key HRM concepts. ICAO Standards and Recommended Practices for Aviation Personnel Training and Management.	2	4
1.2	Systematic Approach to Human Resource Management. HRM organizational structure at an aviation enterprise.	2	3
1.3	HR recruitment and selection procedures. Aircraft maintenance personnel recruitment. Airlines’ requirements to flight attendants.	2	4
1.4	Organization’s staffing policy. Staffing policy elements. Types of staffing policy.	2	3
1.5	HRM as social system. Subject-object identification of personnel. Personnel structure, its types. HR planning. HR planning methods at an aviation organization.	2	3
1.6	HR motivation, its essence. Employee motivation technique. Employee motivation theories. Remuneration system, its components. Remuneration methods. Civil aviation personnel remuneration.	2	3
1.7	HR development management. Social development and corporate culture in an organization. Strategic HR management. Aviation personnel corporate culture impact on aviation safety. Strategic HRM.	2	3
1.8	Labour relations management. Team and small groups concept. Leadership, its nature. New employee integration. Adaptation, its types. Socio-psychological adaptation of aviation personnel.	2	3
1.19	Module test No 1	1	10
Total for module 1		17	36
Total for the subject		17	36

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2.4. Students' self-study, its content and hours

SL/N	Content	Academic hours
3rd semester		
1.	Revising lectures	27
2.	Preparing for practicals	26
3.	Preparing for module test No 1	10
4.	Doing homework assignments	8
Total for the subject		71

3. Educational and Methodological Materials on Subject

3.1. Methods of teaching

The teaching methods for HRM in Transport course include illustrated lecture, presentations, discussions, brainstorming, seminars, role plays, etc.

3.2. Recommended Literature

Basic

3.2.1. Балацький О.Ф. Менеджмент для бакалаврів : підручник: у 2-х т. Т.1 / За ред.: О.Ф. Балацького, О.М. Теліженка. – Суми : Університетська книга, 2009. – 605 с.

3.2.2. Власенко Д. О. Менеджмент : конспект лекцій укладач Д. О. Власенко. – Суми: Сумський державний університет, 2011. – 71 с.

3.2.3. Гірняк О.І. Менеджмент: теоретичні основи та практикум : навч. посіб./ О. І. Гірняк, П.П. Лазановський. – К.: «магнолія плюс», 2003. – 336 с.

3.2.4. Кравченко В.О. Основи менеджменту: навч. посіб. / В. О. Кравченко. – Одеса: Атлант, 2012. – 211 с.

3.2.5. Мамчук І.В. Конспект лекцій з курсу «Основи менеджменту та маркетингу» / І.В. Мамчук, І.В. Пригара. – Суми: Вид-во СумДУ, 2008. – 162 с.

3.2.6. Пузынин Р. Г. Менеджмент на авіаційному транспорті : уч. пос. / Р. Г. Пузынин. – К. : КМУГА, 1997.

3.2.7. Тимошенко І. І. Мотивація особистості та людських ресурсів / І. І. Тимошенко, А. С. Соснин. – К. : Європейський університет, 2002.

3.2.8. Шатун В.Т. Основи менеджменту: Навчальний посібник / В.Т. Шатун. – Миколаїв: Вид-во МДГУ ім. Петра Могили, 2006. – 376 с.

3.2.9. Щербина О. В. Менеджмент. Презентаційний курс : навчальний посібник / О. В. Щербина ; Держ. вищ. навч. заклад «Київський національний економічний університет імені Вадима Гетьмана». – К. : КНЕУ, 2011. – 228 с.

Additional

3.2.10. Бондаренко О.М. Управління персоналом / Бондаренко О.М., Козак В.І. – Одеса, 2012, 80 с.

3.2.11. ICAO Doc 9683 Руководство по обучению в области человеческого фактора. Монреаль, 1998.

3.2.12. Назарчук Т. В. Менеджмент організацій [Текст]: Навчальний посібник. / Т. В. Назарчук, О. М. Косіюк – К.: «Центр учбової літератури», 2015. – 560 с.

3.2.13. Никифорова В. Г. Управління персоналом: Навчальний посібник. 2-ге видання, виправлене та доповнене. – Одеса: Атлант, 2013 р. – 275 с.


3.2.14. Писаревський І. М. Менеджмент організацій: Навчальний посібник / І. М. Писаревський, Л. А. Нохріна, О. В. Познякова. – Харків: ХНАМГ, 2008. – 133 с.

3.2.15. Повітряний кодекс України Кодекс 3167-ХІІ Версія 2009-01-15.

3.2.16. Посадова інструкція бортповідника ПС АК «Хорс». – К.: ХОРС, - 2004.

3.2.17. Рульєв В.А. Управління персоналом: Навч. посіб / В. А. Рульєв, С. О. Гуткевич, Т. Л. Мостенська. - К. : КОНДОР, 2012. - 324 с.

3.2.18. Сборник материалов ИКАО №10 – Человеческий фактор в управлении и организации. Циркуляр ИКАО 247-AN/148, Монреаль, 1993.

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3.2.19. Сулима Л.О. Урахування людського фактору в роботі експлуатаційного персоналу цивільної авіації. – К.: КУЕТТ, 2005.

3.2.20. Сулима Л.О. Аналіз вимог щодо підготовки бортпровідників. конф.”Авіа-2006”- К.: НАУ, 2006.

List of references and other methodological materials

№	Title	The script for the thematic plan	Quantity
1	2	3	4
1.	Methodological references and materials for practicals	1.1-1.3 2.1-2.4	Electronic version
2.	Methodological references and materials for home work	2.6	Electronic version

3.3. Internet sources

3.3.1. Стратегічний план розвитку авіаційного транспорту на період до 2020 року [Електронний ресурс] – Режим доступу : <https://mtu.gov.ua/files/Стратегічний%20план%20Наказ%20546.pdf>

4. Rating system of assessing students' knowledge and skills acquired

4.1. Students' work on the course and obtained knowledge and skills are credited according to the points given in table 4.1.

Table 4.1

3 rd semester		
Module No 1		Max score
Assignments	Max. score	
Practicals Nos. 1.1-1.8	48 (total)	
Homework	20	
<i>To be admitted to module test No 1 the students must have at least 41 credit points</i>		
Module test results	20	
Module test № 1 totals	88	
Semester examination		12
3rd semester totals		100


4.2. The student receives his/her credit if graded positively (See table 4.2).

Table 4.2

Scores as per work done (national grading scale)

Grades			National grading scale
Practicals	Homework	Module test	
43-48	18-20	18-20	Excellent
36-42	15-17	15-17	Good
29-35	12-14	12-14	Satisfactory
less than 29	less than 12	less than 12	Bad

4.3. The points the student receives for single assignment are scored for a module grade records.

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4.4. The practical and module test points are scored for a final module grade records (See table 4.3).

Table 4.3

Final module scores as per national grading scale

Module No 1	National grading scale
79-88	Excellent
66-78	Good
53-65	Satisfactory
less than 53	Bad

4.5. The final semester module score is the final semester module grade converted into the national grading scale (table 4.4) (in module No 1 it is the same as in table 4.3).

Table 4.4

Final semester module grades as per national grading scale

Grades	National grading scale
79-88	Excellent
66-78	Good
53-65	Satisfactory
less than 53	Unsatisfactory

Table 4.5

Module test grades as per national grading scale

Grades	National grading scale
11-12	Excellent
9-10	Good
7-8	Satisfactory
less than 7	Unsatisfactory


4.6. The final semester module and exam grades are scored for the final semester grade converted into national and ECTS grading scales (табл. 4.6).

Table 4.6

Final semester grade as per national and ECTS grading scale

Grades	National grading scale	Оцінка за шкалою ECTS	
		Grade	Explanation
90-100	Excellent	A	Excellent (highest score for semester performance with few mistakes)
82-89		B	Very good (above average level with few mistakes)
75-81		C	Good (generally good performance with some serious mistakes)
67-74	Satisfactory	D	Satisfactory (not bad, but few pitfalls)
60-66		E	Acceptable achievement (satisfies minimum criteria)
35-59	Unsatisfactory	FX	Bad (module test must be repeated)
1-34		F	Bad (course must be repeated)

4.7. The final semester grades in national and ECTS scales are submitted to the credit-exam reports, student's record book and academic registry.

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4.8. The example of final semester grade entries in student's record book and academic registry: **92/Ex./A, 87/Good/B, 79/Good/C, 68/Sat./D, 65/Sat. /E** etc.

4.9. The final course grade is the same as the final semester grade.
The final course grade is recorded to the Diploma Supplement.



(Ф 03.02 – 01)

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				
Узгоджено				