National Aviation University
Faculty of transport, management and logistics
Department of Management of Foreign Economic Activity of Enterprises

APPROVED BY
Head of department of
Management of FEA of Enteprises
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«_____» ____ _____2020 р.

Syllabus
«Personnel management»

Field of knowledge: «Management and administration»
Specialty: 073 «Management»
Educational and professional program: «Management of organizations and administration»

(by type of economic activity)»
Educational and professional program: «Management of foreign economic activity»
Degree of higher education- Bachelor

Course– 4   **Semester** – 7
Number of hours / credits ECTS – 150 /5,0
Form of study – full-time
Normative / selective – normative
The scope of discipline

Types of classes	Number of hours
Lectures	34
Practical training	17
Independent work	39

Lecturers:	Kyrylenko Oksana Mukolaivna, Doctor of Science in Economics. Professor; Gurina Ganna Sergiivna, PhD. in Economics, associated professor; Novak Valentyna Oleksiivna, PhD. in Economics, professor.
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Consultations	Tuesday, Wednesday (10.00-12.00) 1 i 2 week. For the quarantine period, consultations are conducted online.
Work program of the discipline	РБ-6-6.073/16-3.1.5 РБ-6-6.073/16-3.2.5

1. Abstract of the discipline

The discipline "Personnel Management" is a theoretical and applied basis of knowledge and skills that form the management profile of a specialist in the field of management of the organization and management of foreign economic activity of enterprises, aimed at studying the processes of personnel management of economic entities.

The content of the program is aimed at students gaining knowledge in the field of 07 "Management and Administration" and the formation of competencies.

General competencies:

LC 1. Ability to abstract thinking, analysis, synthesis.

LC 2. Ability to apply knowledge in practical situations.

LC 3. Knowledge and understanding of the subject area and understanding of professional activity.

LC 4. Ability to communicate in the state language both orally and in writing.

LC 5. Ability to adapt and act in a new situation.

LC 6. Adherence to ethical principles both in terms of professional honesty and in terms of understanding the possible impact of management achievements on the social sphere.

LC 7. Ability to analyze the staffing of the enterprise.

Professional competencies:

FC 1. The ability to analyze the results of the organization, to compare them with the factors of external and internal environment.

FC 2. Ability to manage the organization and its departments through the implementation of management functions.

FC 3. The ability to act socially responsibly and consciously.

FC 4. Ability to choose and use modern management tools.

FC 5. Ability to work in a team and establish interpersonal interaction in solving professional problems.

FC 6. Ability to evaluate the work performed, ensure their quality and motivate the staff of the organization.

FC 7. Ability to create and organize effective communications in the management process.

FC 8. Understanding the essence of management principles and the ability to apply them to solve management problems.

FC 9. Ability to intensify the work of the company's staff. The ability to use appropriate tools to motivate the work of the staff of the enterprise - the subject of foreign economic activity.

FC 10. Ability to identify and analyze the micro and macro environment for the implementation of managerial functions of the manager.

FC 11. Ability to adhere to the system of values in the relationship between managers and employees.

2. Purpose and objectives of the discipline "Personnel Management"

The purpose of studying the discipline: the formation of future managers of modern economic thinking and a system of special knowledge in the field of personnel management to ensure effective personnel policy of enterprises.

Tasks of studying the discipline:

- understand the essence of personnel management;
- to master the conceptual apparatus used for the analysis of processes in personnel management;
- know the features of the staff structure: staff, organizational, social, role.
- understand the essence of the social structure of staff: age, gender, length of service, level of education.

- know the features of the number of staff: regulatory, staff, actual staff. Categories of employees in the list number.

- understand the requirements for the professional qualification level of employees. The concept of position, profession, qualification.

- know the essence of the employee's competencies. Types of competencies. Professional competence and professional suitability.

2. Learning outcomes

As a result of studying this discipline the student must:

Know:

- requirements for the professional qualification level of employees. The concept of position, profession, qualification.

- competence of the employee. Types of competencies.

- professional competence and professional suitability.

- methods and forms of professional orientation.

- models and methods of employee selection.

- the role of coaching and mentoring. The speed of labor adaptation and the factors that determine it.

Be able:

- freely navigate the issues of the course as an essential part of personnel management of the enterprise;

- conduct interviews and interviews with representatives of different levels of management of the organization;

- have the technique of conducting a telephone conversation about employment:

- analyze and evaluate the individual differences of applicants and their comparison and prepare the optimal management decision on the appointment of an employee to the position;

Have practical skills:

- independent use of the latest approaches to assessing the personnel situation at the enterprise;

- application of methods of management of professional orientation of employees;

- general procedures for hiring staff in organizations;

- conducting briefings.

4. Prerequisites for studying the discipline

The discipline "Personnel Management" is based on knowledge of such disciplines as: "Academic skills of professional training", "Macroeconomics and microeconomics", "Management", "Office Management", "International Business" and is the basis for studying the discipline "Organizational Behavior".

5. Educational, methodical, and technical support of the discipline.

Таблиця 5.1.

№ ordinal.	Name	Code of topics according to the thematic plan	Quantity
1.	Slides, posters	1.2 -1.6, 2.1-2.7	1 approx. and electronic version
2.	Methodical recommendations for performing modular control work №1, №2	1.7, 2.9	1 approx. and electronic version

6. Methodical map of the discipline

Таблиця 6.1.

Week of the lesson (according to the schedule	Title of the topic / Literature, information	Types of classes /	Teaching methods	Control methods, evaluation	Tasks for practical (independent) work (specify guidelines for implementation), literature	Deadlines

of the educational process)	resources on the topic	volume of hours		criteria and scores min-max		
		Lectures / hours	lecture			
Module 1. "Fundamentals of personnel management of the organization"						
1	Personnel management in the management system of organizations.	2	Methods of information-informing, explanatory and formation of ZK1, FK3, FK7.	Method of self-control	Get acquainted with the features of personnel management in foreign companies, the possibility of using experience.	1 week
2	Personnel management as a social system.	2	Methods of information and notification, explanatory and formation of LC 7, FC7, FC11,.	Method of self-control	Determine the competence of the employee and types of competencies. Professional competence and professional suitability.	2 week
3	Personnel policy and strategy of personnel management of the organization.	2	Methods of information-informing, explanatory and formation of ZK5, FK7, FK11	Method of self-control	To establish the role of the social structure of the staff in the formation of the team and the role of the personnel manager in the formation of the team.	3 week
4	Organization of activities and functions of personnel services.	2	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK7, FK8, FK11	Method of self-control	Get acquainted with the specifics of the personnel management process in multinational organizations.	4 week
5	Personnel planning in organizations.	2	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK5, ZK6, FK6, FK10	Method of self-control	Features and differences of the principles of personnel policy in a market economy.	5 week
6-7	Organization of recruitment and selection of personnel.	4	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK2, ZK6, ZK7 FK18, FK20, FK 22	Method of self-control	The role of the manager in personnel management of the organization Requirements for business, professional and personal traits of the manager. Features of foreign experience in planning staffing needs.	6 week 7 week
Practice. classes / hours						
1	Personnel management in the	2	Methods of information-	Methods self-	Features and role of staff in achieving	1 week

	management system of organizations.		reporting, explanatory and formation of ZK1, FC 3, FC7.	control, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	competitiveness of modern organizations.	
2	Personnel management as a social system.	2	Methods of information and notification, explanatory and formation of LC 7, FC7, FC11,.	Methods self-control, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Classification features of personnel by categories. Requirements to the professional - qualification level of employees.	2 week
3	Personnel policy and strategy of personnel management of the organization.	2	Methods of information and notification, explanatory and formation of ZK5, FK7, FK11	Methods self-control, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Leadership qualities of the leader in personnel management. Formation of corporate culture: values and traditions of the team.	3 week
4	Organization of activities and functions of personnel services.	2	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK7, FK8, FK11	Methods self-control, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Formation of the moral and psychological climate of the team	4 week
5	Personnel planning in organizations.	2	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK5, ZK6, FK6, FK10	Methods self-control, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Features of personnel policy at different stages of the life cycle of the organization. Relationship between organizational development strategy, personnel management strategy and personnel policy.	5 week
6-8	Organization of recruitment and selection of personnel.	6	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK2, ZK6, ZK7 FK18, FK20, FK 22	Methods self-control, test, Answers to practice. classes 0-3 points Answers to test tasks	Work with personnel documents. Measures for the protection and security of personnel information.	6 week 7 week 8 week

				0-3 points		
9	Modular control work №1	2	Control methods	Execution of modular control work0-15 points	Preparation for MCW №1	8 week
Total modulo №1		18		0-42 points		
Module 2. "Team building and personnel development management"						
		Lectures / hours	lecture			
10	Formation of the organization's team.	2	Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK2, ZK7, FK4, FK6, FC 9	Method self-control, self-analysis	Features of staff involvement: creation of a database of qualified candidates for selection.	10 week
11	Cohesion and social development of the team.	2	Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK3, ZK5, ZK6, FC 6, FC7, FC8, FC9	Method self-control, self-analysis	Features of evaluation of workers and employees: level of qualification, executive and labor discipline, quality indicators of work, observance of safety rules	11 week
12	Evaluation of personnel in the organization.	2	Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK2, ZK7, FK4, FK6, FC 9	Method self-control, self-analysis	Staff rotation as a form of movement and training of employees.	12 week
13	Management of development and movement of personnel of the organization.	2	Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK2, ZK7, FK4, FK6, FC 10	Method self-control, self-analysis	Reasons and factors for dismissal. Release procedure. Forms of dismissal: on the initiative of the administration and at their own request. Outsourcing, outsourcing	13 week
14	Management of the process of staff release.	2	Methods of information-informing,	Method self-control,	The essence of quality management of working life and safety	14 week

			explanatory, explanatory-motivational and formation of ZK6, ZK7, FK3, FK9, FC 10	self-analysis	of employees of the organization.	
15	Social partnership in the organization.	2	Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK1, ZK5, FK3, FK6,	Method self-control, self-analysis	Understand the essence of social partnership as a means of reconciling the interests of employer and employees.	15 week
16	Effective personnel management.	2	Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK2, ZK7, FK4, FK6, FC 10	Method self-control, self-analysis	Understand the essence of a comprehensive assessment of management work: the essence, principles of application	16 week
	Practical classes / hours					
10	Formation of the organization's team.		Methods of explanatory-illustrative, information-informative, explanatory and formation of ZK2, ZK7, FK4, FK6, FK 9	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	.Professiogram: employee model and job model. Qualification card and competency map.	10 week
11	Cohesion and social development of the team.		Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK3, ZK5, ZK6, FC 6, FC7, FC8, FC9	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Organization of personnel certification.	11 week
12	Evaluation of personnel in the organization.		Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK2, ZK7, FK4,	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Personnel mobility management. Moving, transfer to another position, work.	12 week

			FK6, FC 9			
13	Management of development and movement of personnel of the organization.		Methods of explanatory, explanatory-motivational and formation of ZK2, ZK7, FK4, FK6, FK 10	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Methods of social and moral influence on staff.	13 week
14	Management of the process of staff release.		Methods of information-informing, explanatory, explanatory-motivational and formation of ZK6, ZK7, FK3, FK9, FC 10	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Staff turnover management. Development of measures to regulate staff turnover.	14 week
15	Social partnership in the organization.		Methods of explanatory-illustrative, information-communicative, explanatory, explanatory-motivational and formation of ZK1, ZK5, FK3, FK6,	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Features of social responsibility of the manager to society, team and individual employee.	15 week
16	Effective personnel management		Explanatory-illustrative, explanatory-motivational methods and formation of ZK2, ZK7, FK4, FK6, FK 10	Methods self-control role, test, Answers to practice. classes 0-3 points Answers to test tasks 0-3 points	Evaluation by labor participation rate: the essence, calculation, advantages and disadvantages of application. Comparative characteristics of different methods of assessing the effectiveness of staff.	16 week
17	Modular control work №2	2	Control methods	Execution of MCR 0-14 points	Preparation to MKR №1	17 week
Total by module№ 2				0-46 points		
Semester exam				0-12 points		
Total for academic discipline				0-100 points		

7. Final control

7.1. List of questions to be submitted to the MCR №1

1. Specific features of human behavior in the group, considering them in the management process.

2. Features of personnel management in the process of staff motivation.

3. The essence of innovation management in personnel systems.

4. The essence of business ethics, the use of its recommendations in practice.

5. Management of personnel mobility in production.

6. Organization of labor discipline management at the enterprise.

7. Features of personnel management in conflict and stress management.

8. The content of the work of management personnel in security management.

9. The content of the work of management staff, taking into account the scientific organization of labor.

10. Analysis and assessment of staff turnover at enterprises.

7.2. List of questions to be submitted to the MCR №2

1. The essence and possibilities of functional and cost analysis of management staff.

2. Professional orientation. Development of human resources.

3. The importance of national culture, its values, patterns of human behavior in the field of personnel management.

4. Incorporation of other cultures into the culture of the Ukrainian people, the formation of business culture.

5. The theory of "hard management" and justification of the need for its implementation in personnel management in Ukraine.

6. General characteristics of psychological techniques, techniques used in the selection and verification of personnel.

7. Psychophysiological technologies, their capabilities in personnel management.

8. Socio-cultural technologies of communications, their use in personnel management.

9. Evaluation of the results of management staff.

10. Organization of personnel record keeping at the enterprise.

11. Outsourcing and outstaffing in personnel management of a modern enterprise and the conditions of their application.

7.3. Evaluation of certain types of work

Assessment of certain types of educational work performed by the student is carried out in points in accordance with table. 7.1.

Table 7.1

Assessment of certain types of educational work performed by the student

6 semester				
Modular №1		**Modular №2**		Max Number of points
Type of educational work	Max Number of points	Type of educational work	Max Number of points	
Answers to practical classes (3б.*8 lec.)	24 (total)	Answers to practical classes (3б.*8 lec.)	24 (total)	
Answers to test tasks (3б.*1 lec.)	3 (total)	Execution and defense of homework	8	
*To be admitted to the module test №1, a student must score **at least 14 points.***		*To be admitted to the module test №2 the student must score **at least 17 points.***		
Execution of modular control work №1	**15**	Execution of modular control work №2	**14**	
Total for the module №1	**42**	**Total for the module №2**	**46**	
Semester exam				**12**
Total for the 6 semesters				**100**

Completed types of educational work are credited to the student, if he received a positive rating for them (Table 7.2).

Table 7.2

Correspondence of rating assessments for certain types of educational work in points to assessments on a national scale

Rating in points					Score on a national scale
Answers to practical classes	Answers to test tasks	Execution and defense of homework	Execution of modular control work №1	Execution of modular control work №2	
3	3	8	14-15	13-14	Excellent
2,5	2,5	6-7	12-13	11-12	Good
2	2	5	9-11	9-10	Satisfactorily
Less than 2	Less than 2	Less than 5	Less than 9	Less than 9	Unsatisfactorily

7.4. Current modular rating

The sum of rating assessments received by the student for certain types of completed educational work is the current modular rating assessment, which is recorded in the module control.

7.5. Final modular rating assessment

The sum of current and control modular ratings is the final modular rating (Table 7.3), which in points and on a national scale is recorded in the module control.

Table 7.3

**Correspondence of final modular rating estimations
in points to estimations on a national scale**

Module №1	Module №2	Score on a national scale
38-42	42-46	Excellent
32-37	35-41	Good
25-31	28-34	Satisfactory
Less than 25	Less than 28	Unsatisfactory

7.6. Final semester modular rating assessment

The sum of the final modular rating assessments in points is the final semester modular rating assessment, which is converted into an assessment on a national scale (Table 7.4).

Table 7.4   Table 7.5

Correspondence of the final semester modular rating assessment in points to the assessments on the national scale

Score in points	Score on a national scale
79-88	Excellent
66-78	Good
53-65	Satisfactory
Less than 53	Unsatisfactory

Correspondence of the examination rating in points to the assessment on a national scale

Score in points	Score on a national scale
11-12	Excellent
9-10	Good
7-8	Satisfactory
Less than 7	Unsatisfactory

7.7. Final semester rating

The sum of the final semester module and examination ratings in points is the final semester rating, which is converted into grades on the national scale and the ECTS scale (Table 7.6).

Table 7.6

**Correspondence of the final semester rating
in points to the assessment on the national scale and the ECTS scale**

Score in points	Score on a national scale	Score on a scale ECTS	
		Оцінка	Explanation
90-100	**Excellent**	**A**	**Excellent** (excellent performance with only a small number of errors)
82-89	**Good**	**B**	**Very well** (above average with several errors)
75-81		**C**	**Good** (in general correct execution with a certain number of significant errors)
67-74	**Satisfactory**	**D**	**Satisfactory** (not bad, but with a significant number of shortcomings)
60-66		**E**	**Enough** (performance meets the minimum criteria)
35-59	**Unsatisfactory**	**FX**	**Unsatisfactory** (with the possibility of reassembly)
1-34		**F**	**Unsatisfactory** (with a mandatory repeat course)

7.8. Final semester rating in points, on the national scale and the ECTS scale is entered in the test report, study card and student record book.

7.9. Final semester rating entered in the student's record book and study card, for example, as follows: ***92/Exc./A, 87/ Good /B, 79/ Good /C, 68/Satis./D, 65/Satis./E*** etc.

The final rating of the discipline is equal to the final semester rating.

The specified final rating assessment in the discipline is entered in the Diploma Supplement.

8. Discipline policy

To successfully complete the course and master the program material on the subject "Personnel Management" the student must: attend classes according to the established schedule, not to be late, not to miss classes, and in case of illness, provide information, study the material of the missed class, take active participation in the educational process.

The student must perform and submit tasks for independent work in the time specified by the teacher. It is expected that students will adhere to the principles of academic integrity, aware of the consequences of their violation, as determined by the Charter of NAU, the Code of Honor of the student of the National Aviation University (https://nau.edu.ua/site/variables/docs/docsmenu/uchebniy%20process/Kodeks_chesti.jpg.) And Положенням про виявлення та запобігання академічному плагіату в Національному авіаційному університеті.