

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**NATIONAL AVIATION UNIVERSITY**  
Faculty of Transport, Management and Logistics  
Management of Foreign Economic Activity of Enterprises Department

AGREED  
Dean of Faculty of  
Transport, Management and Logistics

APPROVED  
Vice-Rector for Academics

\_\_\_\_\_ Tetiana MOSTENSKA  
«\_\_\_» \_\_\_\_\_ 2022

\_\_\_\_\_ Anatolii POLUKHIN  
«\_\_\_» \_\_\_\_\_ 2022



Quality Management System

**COURSE TRAINING PROGRAM**  
on  
**“HR-Management”**

Educational and Professional Programs: “Management of Foreign Economic Activity”  
“Logistics”

Field of study: 07 “Management and Administration”  
Specialty: 073 “Management”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/CGP/C	TP/CPr	Form of semester control
Full-time	1	105/3,5	17	17	71	1 HW – 1 s.	-	Graded Test – 1 s.
Extramural	1	105/3,5	6	6	93	1 CW - 1s.	-	Graded Test – 1 s.

Index CM-7-073-2/21-2.1.3; CM-7-073-3/21-2.1.3.  
Index CM-7-073-2pt/22-2.1.3.

**QMS NAU CTP 19.06-01-2022**



The Course Training Program on "HR-management" is developed on the basis of the Educational and Professional Programs "Management of Foreign Economic Activity", "Logistic", Master Curriculums № CM-7-073-2/21, № CM-7-073-3/21, № CM-7-073-2pt/22 and Master Extended Curriculums № ECM-7-073-2/22, № ECM-7-073-3/22, № ECM-7-073-2pt/22 for the Specialty 073 "Management" and corresponding normative documents.

Developed by:

Head of the Management of Foreign Economic  
Activity of Enterprises Department \_\_\_\_\_ Oksana KYRYLENKO

The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity" Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № \_\_\_\_\_ of "\_\_\_\_\_" \_\_\_\_\_ 2022.

Guarantor of Educational and Professional Program \_\_\_\_\_ Valentyna NOVAK

Head of the Department \_\_\_\_\_ Oksana KYRYLENKO

The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Logistic" Specialty 073 "Management" – Department of Logistics, Minutes № \_\_\_\_\_ of "\_\_\_\_\_" \_\_\_\_\_ 2022.

Guarantor of the Educational and Professional Program  
"Logistics" \_\_\_\_\_ Svitlana SMERICHEVSKA

Head of Graduate Logistics Department \_\_\_\_\_ Viacheslav MATVIEIEV

Vice Rector on International  
Collaboration and Education

\_\_\_\_\_ Iryna ZARUBINSKA  
« \_\_\_\_ » \_\_\_\_\_ 2022.

Document level – 3b


The Planned term between revisions – 1 year

**Master copy**



## CONTENTS

<b>Introduction</b> .....	4
<b>1. Explanatory notes</b> .....	<b>4</b>
1.1. Place, objectives, tasks of the subject .....	4
1.2. Learning outcomes the subject makes it possible to achieve .....	4
1.3. Competences the subject makes it possible to acquire .....	5
1.4. Interdisciplinary connections .....	5
<b>2. Course training program on the subject</b> .....	<b>5</b>
2.1. The subject content .....	5
2.2. Modular structuring and integrated requirements for each module .....	5
2.3. Training schedule of the subject .....	7
2.4. Homework and home control work (extramural form of study).....	7
2.5. The list of questions for preparation for the final control work (extramural form of study).....	8
<b>3. Basic concepts of guidance on the subject</b> .....	<b>8</b>
3.1. Teaching methods .....	8
3.2. List of references (basic and additional) .....	8
3.3. Internet information resources .....	9
<b>4. Rating system of knowledge and skills assessment</b> .....	<b>9</b>

	Quality Management System. Course Training Program on "HR-management"	Document Code	QMS NAU CTP 19.06-01-2022
		page 4 of 10	

## INTRODUCTION

The Course Training Program (CTP) on "HR-management" is developed based on the "Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study", approved by the order of the rector № 249/од. of 29.04.2021 and corresponding regulatory documents.

### 1. EXPLANATORY NOTES

#### 1.1. Place, objectives, tasks of the subject

The subject is a theoretical and practical basis for a set of knowledge and skills that form the profile of a specialist in the management.

**The purpose** of teaching the subject is to form of a set of theoretical knowledge and practical skills on the formation and implementation of personnel policy in modern organizations, the rational selection of employees for positions and the formation of an effective workforce, evaluation and development of employees, as well as the targeted use of their potential.

**The tasks** of studying the subject are:

- formation of an effective system of personnel management in the organization;
- substantiation of the conceptual foundations and methodological principles of personnel management;
- formation and analysis of the personnel policy of the organization;
- designing the personnel management system and the normative number of employees of the personnel service of the enterprise;
- managing the social development of the workforce;
- the formation of a successful team as a social entity;
- application of modern methods of planning and forecasting of personnel needs;
- management of recruitment and selection in the organization;
- training, professional development and retraining of employees at the stage of personnel development of the organization;
- management of business careers and career and career movement of managers for the purpose of their development;
- appraisal of the personnel and use of the results in the motivation system;
- assessment of the effectiveness and efficiency of personnel management

#### 1.2. Learning outcomes the subject makes it possible to achieve

As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:

- **PLO 1.** Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
- **PLO 3.** Design effective organization management systems.
- **PLO 4.** Justify and manage projects, generate entrepreneurial ideas.
- **PLO 5.** Plan the activities of the organization in strategic and tactical sections.
- **PLO 6.** Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.
- **PLO 7.** Organize and implement effective communications within the team, with representatives of various professional groups and in an international context.
- **PLO 9.** Be able to communicate in professional and scientific circles in the state and foreign languages.
- **PLO 10.** Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
- **PLO 11.** Provide personal professional development and planning your own time.
- **PLO 12.** Be able to delegate authority and management of the organization (unit).



### 1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:

- **IC 1.** Ability to solve complex problems and problems in the field of management or in the learning process, involving research and / or innovation in case of uncertainty of conditions and requirements.
- **GC 4.** Ability to motivate people and move towards a common goal.
- **GC 5.** Ability to act on the basis of ethical considerations (motives).
- **GC 6.** Ability to generate new ideas (creativity).
- **PC 2.** Ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, develop and implement appropriate strategies and plans.
- **PC 5.** Ability to create and organize effective communications in the management process.
- **PC 6.** Ability to form leadership qualities and demonstrate them in the process of managing people;
- **PC 7.** Build projects, manage them, and implement them.
- **PC 8.** Ability to use psychological technologies for working with staff.

### 1.4. Interdisciplinary connections

The discipline "Human Resource Management" on the knowledge of such disciplines as: "Operations Management" "Leadership and Team Interaction Management", "Business Ethics and Corporate Social Responsibility", "Business Statistics in Management", "Business Ethics and Corporate Social Responsibility", "Managerial Decision-making", "International Innovation Management" is the basis for studying such disciplines as "Leadership and Conflict Management", "Business Planning in Foreign Economic Activity", "International Management and Marketing", "Strategic Management of Corporations" and others.

## 2. COURSE TRAINING PROGRAM ON THE SUBJECT

### 2.1. The subject content

Training material is structured according to the module principle and consists of **one educational module**:

–**Module № 1 “Theoretical Foundations of Personnel Management”**, which is logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.


### 2.2. Modular structuring and integrated requirements for each module

#### Module № 1 “Theoretical Foundations of Personnel Management”

**Integrated requirements to the module № 1:** critically appraise, select and use the necessary scientific, methodological and analytical tools to manage under unpredictable conditions, identify problems in an organization and substantiate methods to solve them, organize and implement effective communications within a team, with representatives of various professional groups and in an international context, have sufficient knowledge of various communication theories to enable them to critically analyze the literature in this area.

#### Topic 1. Human resource management in the management system of organizations.

The role and importance of human resource management science. Man as the subject and object of personnel management. Orientation of personnel to corporate culture. Features and the role of personnel in achieving the competitiveness of modern organizations. Problems and trends in personnel management of **successful companies. The main characteristics of the personnel of the organization. The number and structure of the personnel of the organization. Normative, actual accounting and average number of employees of the organization. Personnel structure: organizational, social, staff, role, functional. The ratio and content of the concepts of "profession", "specialty", "qualification", "position". Requirements for professional and**

	Quality Management System. Course Training Program on "HR-management"	Document Code	QMS NAU CTP 19.06-01-2022
		page 6 of 10	

qualification level of employees. Competence and competence of an employee. Types of competences and their level. Professional competence and professional aptitude.

### **Topic 2. Human resources policy and strategy of personnel management.**

The concept and meaning of personnel policy in the organization. Factors influencing the formation of personnel policy and the conditions of its implementation. Classification of types of HR policy by main features. The content of personnel policy at different stages of the life cycle of the organization. Stages of development (design) of personnel policy and their content: rationing, programming and monitoring of personnel. Development and implementation of personnel policy in the conceptual staffing documents. The legal framework for the implementation of modern personnel policy (content and contradictions). The essence of personnel management strategy. The main types of HR strategy. Interrelation of strategy of development of the organization, human resources management strategy and personnel policy. Mechanism for the development and implementation of human resource management strategy. Forecasting in personnel management as the basis for developing HR strategy.

### **Topic 3. Workforce planning in organizations.**

The concept of workforce planning. The purpose and objectives of workforce planning. Types of planning: strategic, tactical, operational (current). Factors that influence the definition of staff requirements. The concept of marketing the personnel and its functions. Methods of definition of requirements of the enterprise in the personnel. Characteristics of personnel planning methods. Planning the number of personnel by categories of positions: the basic and additional needs in personnel. Analysis of internal and external sources of future staffing requirements. Methods of rationing resources. Operational plan of work with personnel in the organization. Individual plan of the employee. Structure of information about personnel.

### **Topic 4. Organization of recruitment and selection of personnel.**

Content of the recruitment and hiring process. Key sources of information about vacancies. Identifying vacancies. Forming requirements for applicants. Professional chart: model employee and model position. Attracting staff: creating a database of qualified candidates for selection. Characteristics of sources of candidate attraction. The role of recruitment agencies. Professional orientation and career guidance. Methods and forms of professional orientation. Vocational guidance: the essence and objectives, organization of work. Methods for Vocational Guidance and Counseling of Employees. Foreign experience. Models and methods of selection of employees. Criteria for selection of employees. General procedures for hiring personnel in organizations. Stages of selection of staff. Professional selection of staff. Initial selection. Techniques for conducting a telephone conversation about employment. Questionnaires. Rules for interviewing representatives of various levels of management of the organization. Types of interviews. References to the candidate. Interview with the head of the unit. Analysis and evaluation of individual differences of applicants, their comparisons. Testing. Decision on hiring. Labor adaptation and its types: organizational, socio-psychological, professional, psycho-physiological. Primary and secondary adaptation. Entry and integration. The rate of labor adaptation and the factors that determine it. Leading and educational role of supervisor and personnel manager. Instruction. Mentoring.

### **Topic 5. Organization of activities and functions of personnel services.**

The purpose and role of modern personnel services in the organization. Status, problems and trends of development of personnel services. Main functions and responsibilities of personnel services. Status, organizational structure and principles of authority distribution among employees of personnel services. Roles and functions of an HR manager in the organization of human resources services. Requirements for business, professional and personal qualities of HR manager. Information and methodological support of human resources services. Automated programs for HR management. Basic regulatory documents in organizing work of HR services. Organization of accounting and reporting on personnel. Measures to protect and secure HR information in the organization.

### Topic 6. Wages and other instruments of personnel motivation.

Economic essence of wages. Wage classification. Wage fund structure. Wage forms and systems. Labour productivity. Wage deductions. Theories of employee motivation.

### Topic 7. Norms of labor legislation and effectiveness of personnel management.


Basic norms of labor legislation, working hours, vacation time, termination at will, termination at the initiative of the employer and termination by agreement of the parties. The system of economic, social and organizational indicators of personnel management: the essence and content. Criteria of personnel management efficiency. Comprehensive assessment of the effectiveness of personnel management: the essence, advantages and disadvantages in application. Methods for assessing the effectiveness of personnel performance. The interdependence of the effectiveness of the enterprise and the results of staff performance. Indicators for assessing the effectiveness of personnel management units. Efficiency of personnel costs. The role of personnel audit and personnel consulting in improving the effectiveness of personnel management.

## 2.3. Training schedule of the subject

№	Topic (thematic section)	Total, hours							
		Full-time				Extramural			
		Total	Lectures	Practicals	Self-study	Total	Lectures	Practicals	Self-study
1	2	3	4	5	6	7	8	9	10
<b>1 semester</b>									
<b>Module № 1 “Human Resources Management”</b>									
1.1.	Human resource management in the management system of organizations.	12	2	2	8	14	2	-	12
1.2.	Human resources policy and strategy of personnel management.	12	2	2	8	12	-	-	12
1.3.	Workforce planning in organizations.	13	2	2	9	11	-	1	10
1.4.	Organization of recruitment and selection of personnel.	13	2	2	9	13	2	2	9
1.5.	Organization of activities and functions of personnel services.	12	2	2	8	12	-	2	10
1.6.	Wages and other instruments of personnel motivation.	14	2 2	2	8	12	2	-	10
1.7.	Norms of labor legislation and effectiveness of personnel management.	18	2 1	2 2	11	18	-	-	18
1.8.	Carrying out the homework and home control work (extramural form of study)	8	-	-	8	8	-	-	8
1.9.	Final semester control work	-	-	-	-	5	-	1	4
1.10.	Module test № 1	3	-	1	2				
<b>Total for the module № 1</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>
<b>Total for 1 semester</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>
<b>Total for the subject</b>		<b>105</b>	<b>17</b>	<b>17</b>	<b>71</b>	<b>105</b>	<b>6</b>	<b>6</b>	<b>93</b>

## 2.4. Homework and home control work (extramural form of study)

Homework and home control work (extramural form of study) is performed in the first semester, in accordance with the approved methodological guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

	Quality Management System. Course Training Program on "HR-management"	Document Code	QMS NAU СТР 19.06-01-2022
		page 8 of 10	

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department.

The time required to complete homework is 8 hours.

### **2.5. The list of questions for preparation for the final control work (extramural form of study).**

The list of questions and the content of tasks for the preparation of the final control work (extramural form of study), developed by leading teachers and approved by the minutes of the meeting of the department and brought to the attention of students.

## **3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT**

### **3.1. Teaching methods**

The methods of teaching the discipline "HR-Management" are ways of joint activity and communication of a teacher and students, ensuring the development of positive motivation for learning, mastering the system of professional knowledge and skills, the formation of a scientific worldview, the development of cognitive forces, the culture of mental work of future specialists in the specialty 073 "Management".

Depending on the source of knowledge, during training sessions, both practicals and lecture, the following teaching methods are used: verbal (explanation, conversation, discussion, dialogue), visual (demonstration, illustration, case, presentation), practicals (problem solving, business games, brainstorming).

By the nature of cognitive activity, when studying the discipline "HR-Management" are used: explanatory and visual problem presentation; partial-search and research methods.

At the place in the structural activity are used:

- methods of organizing and carrying out educational activities that combine verbal, visual and practical methods;
- reproductive and problem-search; methods of educational work under the guidance of a teacher and methods of independent work of students;
- methods of stimulating and motivating educational work, combining cognitive games, educational discussions, modeling role-playing situations, creating situations of success in educational work, making demands and a method of encouragement;
- methods of control and self-control over educational activities: methods of oral, written control; individual, thematic and systematic control.

### **3.2. List of references**

#### **Basic literature**

3.2.1. Бліхар В., Верескля М., Михаліцька Н. Офіс-менеджмент: навч.-метод. посіб. Львів : Львівський державний університет внутрішніх справ, 2021. 348 с.

3.2.2. Гавриш О.А., Довгань Л.Є., Крейдич І.М., Семенченко Н.В. Технології управління персоналом: монографія. Київ: КПІ ім. І. Сікорського, 2021. 528с. URL: [http://ela.kpi.ua/bitstream/123456789/19480/1/tekhnohii\\_upravlinnia\\_personalom.pdf](http://ela.kpi.ua/bitstream/123456789/19480/1/tekhnohii_upravlinnia_personalom.pdf)

3.2.3. Шахова О., Самойлова В. Сила HR. Як досягати цілей бізнесу. Київ: Віват, 2022. 400с.

#### **Additional literature**

3.2.4. HR-менеджмент : методичні рекомендації до практичних завдань для студентів спеціальності 051 "Економіка" другого (магістерського) рівня / уклад. Е.Р. Степанова, Н.К. Назаров. Харків : ХНЕУ ім. С. Кузнеця, 2022. 42с.

3.2.5. Маковецька І.М., Ярґін М.В. Стратегічне планування як основа сталого розвитку підприємства. Економіка. Менеджмент. Бізнес. 2021. № 2 (36). С. 38-41.

3.2.6. Іванова Н.С., Приймак Н.С., Карабаза І.А., Шаповалова І.В., Лижник Ю.Б. Сучасний менеджмент у схемах і таблицях. Частина 1: навч. посіб. Кривий Ріг : Видавництво ДонНУЕТ,



2021. 282с.

3.2.7. Міщенко А.П. Стратегічне управління: навч. посіб. Київ : Центр навчальної літератури. 2021, 336 с.

3.2.8. Менеджмент персоналу : навч. посіб. / Укл. О.В. Безпалько, А.Д. Бергер, Т.М. Березянко, Ю.М. Гринюк, Д.Г. Грищенко, О.І. Драган, А.С. Зеніна-Біліченко, Л.М. Мазник, Л.І. Тертична, О.М. Соломка, О.А. Чигринець [За. заг. ред. О.І. Драган]. Київ : МПП «ЛИНО», 2022. 612с.

3.2.9. Глущенко, Л., Пілявоз, Т., Коваль, Н. Управління персоналом у сучасній структурі управління підприємством. Економіка та суспільство. 35. 2022. URL: <https://doi.org/10.32782/2524-0072/2022-35-41>.

### 3.3. Internet information resources

3.3.1. Companion UA Новини українського бізнесу <http://companion.ua/>

3.3.2. Поиск кандидатов // <http://hh.ua/>

3.3.3. Управління персоналом // <http://hrm.ru/>

3.3.4. Management.com.ua // <http://www.management.com.ua/>

3.3.5. Поиск работы // <http://rabota.ua/>

## 4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values	
	Full-time	Extramural
<b>1 semester</b>		
<b>Module № 1</b>		
Kind of academic work	Grade values	
Carrying out tasks on practicals	10 points × 7 = 70	10 points × 2 = 20
Carrying out test tasks	10 points × 1 = 10	20 points × 1 = 20
Carrying out the Homework and home control work (extramural form of study)	10	30
<i>For admission to complete module test №1, a student must receive not less than</i>	<i>54 points</i>	-
Carrying out Module Test №1	10	-
<b>Total by the Module №1</b>	<b>100</b>	<b>70</b>
<b>Final control work</b>	-	<b>30</b>
<b>Total by the Modules №1</b>	<b>100</b>	<b>100</b>
<b>Total by the subject</b>	<b>100</b>	<b>100</b>

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student's record book in values, National Scale grades, and ECTS Scale grades, for example: **92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E**, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into 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				
Узгоджено				
Узгоджено				