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

_____ T. Mostenska
«___»_____2021

APPROVED
Vice-Rector for Academics

_____ A. Polukhin
«___»_____2021

Quality Management System

COURSE TRAINING PROGRAM
on
"Personnel Management"

Educational and Professional Program: "Management of Foreign Economic Activity"
                                         "Logistic"
                                         "Aviation Logistics"
                                         "Management of Airlines and Airports"

Field of study: 07 "Management and Administration"
Specialty: 073 "Management"

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Prac-ticals	Self-study	HW/ CGP/C	TP/CPr	Form of se-mester control
Full-time	6	105/3.5	34	17	54	1 HW – 6 s.	-	Examination – 6 s.

Index CB-7-073-2/21-2.1.18; CB-7-073-5/21-2.1.18; CB-7-073-3/21-2.1.18; CB-7-073-4/21-2.1.18

QMS NAU CTP 19.06-01-2021

The Course Training Program on "Personnel Management" is developed on the basis of the Educational and Professional Programs "Management of Foreign Economic Activity", "Logistic", "Aviation Logistics", "Management of Airlines and Airports", Bachelor Curriculums № CB-7-073-2/21, №CB-7-073-5/21, №CB-7-073-3/21, №CB-7-073-4/21 and Bachelor Extended Curriculums № ECB-7-073-2/21, № ECB-7-073-5/21, № ECB-7-073-3/21, № ECB-7-073-4/21 for the Specialty 073 "Management" and corresponding normative documents.

Developed by:

Head of the Management of Foreign Economic
Activity of Enterprises Department _____ O. Kyrylenko

The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Management of Foreign Economic Activity", "Management of Airlines and Airports" Specialty 073 "Management" – Management of Foreign Economic Activity of Enterprises Department, Minutes № _____of "_____" _____2021.

Guarantor of the Educational and Professional Program
"Management of Foreign Economic Activity"_____ E. Danilova

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"Management of Airlines and Airports"_____ O. Kyrylenko

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The Course Training Program was discussed and approved by the Graduate Department for Educational and Professional Program "Logistic", "Global Logistics and Supply Chain Management" Specialty 073 "Management" – Department of Logistics, Minutes № _____of "_____" _____2021.

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_____ Zarubinska I.
«___»_____2021.

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The Planned term between revisions – 1 year
Master copy

CONTENTS

INTRODUCTION

The Course Training Program (CTP) on "Personnel 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 formation of system thinking in future specialists, development of skills and abilities for effective personnel management, development and implementation of personnel policy in modern organizations, selection and placement of personnel, its evaluation and training, ensuring effective use of inexhaustible resource of the organization's personnel.

The tasks of studying the subject are:
- formation of an effective system of personnel management at the enterprise;
- substantiation of the conceptual foundations and methodological principles of personnel management;
- formation and analysis of the personnel policy of the enterprise;
- designing the personnel management system and the normative number of employees of the personnel service of the enterprise;
- management of the social development of the labor collective;
- formation of a successful team as a social entity;
- application of modern methods of planning and forecasting of personnel needs;
- organizing the recruitment and selection of personnel at the enterprise;
- training, professional development and retraining of employees at the stage of personnel development of the enterprise;
- management of business career and career and professional movement of managers with the purpose of their development;
- certification of the personnel and use of the results in the motivation system;
- assessment of efficiency and effectiveness 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**:
- demonstrate interaction, leadership, and teamwork skills;
- have the skills to justify effective tools for motivation of the organization personnel;
- identify the causes of stress, adapt themselves and the team members to the stressful situation, find means to neutralize it;
- conduct research individually and/or in a group under the guidance of a leader.

1.3. Competences the subject makes it possible to acquire

As a result of studying the subject, the student must acquire the following **competences**:
- knowledge and understanding of the subject area and understanding of professional activities;
- ability to apply knowledge in practical situations;
- ability to work in a team and establish interpersonal interaction while solving professional tasks;
- ability to assess the work performed, ensure its quality and motivate the staff of the organization;
- Ability to create and arrange effective communications in the management process;
- ability to develop and demonstrate leadership and behavioral competencies,
- ability to activate the work activity of the enterprise personnel;
- ability to appropriately apply motivation tools to activate the work activity of the enterprise personnel - a subject of foreign economic activity;
- ability to adhere to the system of values in the relationship between managers and employees.

1.4. Interdisciplinary connections

The subject "Personnel Management" is based on the knowledge of such subjects as: "Basics of Management", "Management", "Leadership and Team Interaction Management" and is the basis for studying such subjects as: "Strategic Management", "Crisis Management" 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 **two educational modules:**

−**Module № 1 "Personnel management system",**

−**Module № 2 "Personnel development and its impact on the efficiency of the organization",**

that are 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 "Personnel management system"

Integrated requirements to the module № 1: to determine the functions of human resource management service in accordance with the functions of the enterprise; to determine the current and prospective need for personnel; to apply effective ways of forming personnel management at a particular enterprise; to form and develop the personnel policy of the organization; to develop effective corporate norms and rules of conduct of employees.

Topic 1. Human resources management in the management system of the organization.

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. Personnel management a specific function of management. The content of the concepts of "human resources", "personnel", "labor potential". System approach to human resource management. The main elements (subsystems) of personnel management. Stages of historical development of personnel management. Analysis of modern concepts and theories of personnel management. The content of the concepts of "personnel management", "personnel management", "personnel management", "human resource management". Features of personnel management in foreign companies: opportunities to use experience.

Topic 2. HR management social system.

Characteristic features of the personality associated with its behavior in the organization. Notion of personality. Value orientation of a worker. Individual and personality: common and different in personnel. Classification of personnel by categories and its characteristic: production personnel (workers) and management personnel (employees), the content of the functions performed and the main categories in organizations of different spheres of activity. The main characteristics of the personnel of the organization. The number and structure of the personnel of the organization. The 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 qualification level of employees. Competence and competence of an employee. Types of competences and their level. Professional competence and professional aptitude.

Topic 3. Formation of the collective of the enterprise.

Collective as a social group. Features of the collective: the unity of purpose, conditional separateness, organizational and territorial integrity. The functions of the team and its varieties in the organization. The role of the head and HR manager in the formation of the team. Types of structures of labor collective: functional, professional and qualification, socio-demographic, age, socio-psychological, socio-class. Collective as the

highest form of internal organization of the group. Signs of a collective. Principles and stages of the process of creating a labor collective. The role of corporate culture in the formation of the collective of the organization: norms, values, traditions, Formal and informal structure of the labor collective. Types of formal groups in the organization. Factors of formation of informal groups and the main signs of their existence. Varieties of small groups in personnel management. Factors of effective group work. The specifics of women's teams.

Topic 4. Personnel services: organization and functions.

The purpose and role of modern personnel services in an organization. Status, problems and trends of development of personnel services. Key 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 5. Assessment and certification of enterprise personnel.

Staff appraisal in a modern organization. Essence and types of staff appraisal according to objectives. Criteria and methods of staff appraisal. Qualitative, quantitative and combined methods of business assessment of employees in the organization. The basic principles of effective business assessment of employees. Performance appraisal of various categories of staff. Methods of assessment of management personnel: by business qualities, by the complexity of functions, by results and objectives of the activity. Criteria and types of business appraisal of managers: an assessment of the results of primary and secondary activities, evaluation of behavior in the team, performance of the functions of the management of the team and evaluation of the work of subordinates. Indicators of evaluation of various categories of managerial positions. The main criteria for evaluating specialists: qualification level, creativity and ingenuity, initiative, performance and labor discipline. Evaluation of workers and employees: the level of qualification, executive and labor discipline, quality of work, compliance with safety regulations, etc. Qualification of personnel: the essence and types. Appointment and content of the attestation commission. The organization and procedure of the certification of personnel. Content of certification for various categories of personnel. Documentary support for performance appraisal. Using the results of the staff appraisal.

Topic 6. 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 affect the definition of staffing requirements. The concept of personnel marketing and its functions. Methods for determining the personnel needs of the enterprise. Characteristics of methods of personnel planning. 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 7. HR policy and strategy of human resource management.

The concept and importance of HR policy in the organization. Factors influencing the formation of HR policy and conditions of its implementation. Classification of HR policy types 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 work with the personnel the basis of development of personnel strategy.

Module № 2. "Personnel development and its impact on the efficiency of the organization".

Integrated requirements to the module № 2: determine the quantitative and qualitative composition of human resources management services employees in accordance with the functions performed; act socially responsibly and consciously; make forecasts for the social development of the organization; understand the principles and norms of law and use them in professional activities; form and demonstrate leadership qualities and behavioral skills, organize support for the harmonious career achievements of employees in the organization; adhere to a system of universal human values in their relationships.

Topic 1. Organization of recruitment and selection of personnel.

The content of the recruitment and hiring process. The main sources of information about vacancies. Identifying vacancies. Forming requirements for applicants. Professional chart: model employee and model position. Professional orientation and career guidance. Methods and forms of professional orientation. Vocational guidance: the essence and tasks, organization of work. Methods for managing professional orientation of employees. Foreign experience. Models and methods of selection of employees. Criteria for selection of employees. General recruitment procedures for 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 about hiring. Primary and secondary adaptation. Onboarding and integration. The speed of work adaptation and the factors that determine it. The supervisory and educational role of the supervisor and hiring manager. Instruction. Mentoring.

Topic 2. Team cohesion and social development of the team.

Team cohesion: the essence and stages. Features of personnel management at the stages of team development. Teams of cohesion, dissociated and disconnected. Factors affecting team cohesion. The concept of the team and teamwork in personnel management. Collective and team: common and negative. Psychological compatibility of team members and factors that determine it. The social roles of personality. Requirements for psychological qualities of workers and managers of modern organizations. Methods for studying the socio-psychological climate in the team. The essence and importance of social development of the collective. The content, stages of drafting, approval and implementation of the plan of social development. Characteristics of the main sections and documentary reflection. Methods of collecting social information.

Topic 3. Management of development and movement of staff of the organization.

General and professional development of staff. The essence and objectives of professional development of staff. Identifying and analyzing the needs of staff. Training of staff. Training programs for staff. Professional training, skills development, retraining. Post-graduate and additional education. Apprenticeships. The content of the concepts of "self-education", "self-development". Prospects for professional growth in Ukraine. The concept of a work career and career growth. Planning and management of career of employees. Career models: horizontal and vertical. Factors, determining direction and speed of career. Creating appropriate conditions for career growth of employees. Managing staff mobility. Needs analysis and evaluation of staff development plan. Planning and preparation of personnel reserve. Forming a list of personnel reserve by category of staff. Features of preparation of reserve of administrative staff. Staff rotation as a form of movement and improving the skills of employees. Relocation, transfer to another position, job. Combining jobs. Types of staff innovations. The innovative potential of the employee.

Topic 4. Managing the process of staff release.

Causes and factors of personnel release. Procedure of personnel dismissal. Social and operational criteria for selecting employees for dismissal. Social guarantees. Peculiarities of retirement of employees

as a form of release. The concept and meaning of absenteeism. Management of staff turnover and factors that cause it. Indicators absolute and relative. Typical violations of labor and executive discipline, the reasons for their occurrence. Accidents. Disciplinary impact. Development of measures to regulate the turnover of personnel. Managing the quality of work life of the employees of the organization. Management of staff safety: safety and health of workers in the organization. Preventive and anti-epidemic measures in personnel management.

Topic 5. Social partnership in the organization.

Social partnership as a means to coordinate the interests of the employer and employees. Mechanism of social partnership system functioning: functions and tasks, legislative base. Employer and employee interests: commonality and distinction, probability of emergence and aggravation of conflicts. Collective bargaining agreement as a means of strengthening social partnership. The parties and the content of the collective bargaining agreement. The procedure for concluding and registering a collective bargaining agreement. Duration of the collective bargaining agreement and monitoring of its implementation. Regulation of social and labor relations in the organization. Public organizations. The role of trade unions in representing employees' interests.

Topic 6. Efficiency of personnel management.

System of economic, social and organizational indicators of personnel management: essence and content. Criteria of personnel management effectiveness. Comprehensive assessment of the effectiveness of personnel management: the essence, advantages and disadvantages in application. Methods for assessing the effectiveness of staff performance. KPI-system - a system of managing the effectiveness of employees in the enterprise. The interdependence of the effectiveness of the company and the results of staff performance. Indicators for evaluating 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			
		Total	Lectures	Practicals	Self-study
1	2	3	4	5	6
6 semester					
Module № 1 "Personnel management system"					
1.1.	Human resources management in the management system of the organization.	7	2	2	3
1.2.	HR management social system.	6	2	-	4
1.3.	Formation of the collective of the enterprise.	7	2	2	3
1.4.	Personnel services: organization and functions.	6	2	-	4
1.5.	Assessment and certification of enterprise personnel.	7	2	2	3
1.6.	Workforce planning in organizations.	6	2	-	4
1.7.	HR policy and strategy of human resource management.	9	2 2	2	3
1.8.	Module test № 2	7	2	1	4
	Total for the module № 1	**55**	**18**	**9**	**28**
Module № 2 "Personnel development and its impact on the efficiency of the organization"					
2.1.	Organization of recruitment and selection of personnel.	6	2	2	2
2.2.	Team cohesion and social development of the team.	6	2	2	2

№	Topic (thematic section)	Total, hours			
		Total	Lectures	Practicals	Self-study
1	**2**	**3**	**4**	**5**	**6**
2.3.	Management of development and movement of staff of the organization.	5	2	-	3
2.4.	Managing the process of staff release.	5	2	-	3
2.5.	Social partnership in the organization.	6	2	2	2
2.6.	Efficiency of personnel management	8	2 2	2	2
2.7.	Carrying out the homework	8	-	-	8
2.8.	Module test № 2	6	2	-	4
	Total for the module № 2	**50**	**16**	**8**	**26**
Total for 6 semester		**105**	**34**	**17**	**54**
Total for the subject		**105**	**34**	**17**	**54**

2.4. Homework

Homework is performed in the second 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.

Homework 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. Questions list for the examination

The list of questions and content of tasks for preparation for the examination are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

3. BASIC CONSEPTS OF GUIDANCE ON THE SUBJECT
3.1. Teaching methods

It is recommended to use the following teaching methods during mastering the subject:
- explanatory and illustrative method;
- method of problem presentation;
- reproductive method;
- research method.

The implementation of these methods are carried out during lectures, practicals, independent problem solving, work with educational literature, etc.

3.2. List of references

Basic literature

3.2.1. Управління персоналом : підручник. 2-ге вид., перероб. і доп. / О. М. Шубалий, Н. Т. Рудь, А. І. Гордійчук, І. В. Шубала, М. І. Дзямулич, О.А. Хілуха, П.М. Косінський; за заг. ред. О. М. Шубалого. – Луцьк : ЛНТУ, 2023. – 414 с..

3.2.2. Балановська Т. І., Михайліченко М. В., Троян А. В. Сучасні технології управління персоналом: навчальний посібник. Київ: ФОП Ямчинський О.В., 2020. 466с.

3.2.3. Менеджмент персоналу: навч.-методич. посіб. / Дяків О. П., Коцур А. С., Островерхов В. М., Надвиничний С. А., Шкільняк М. М., Шушпанов Д. Г. / за заг. ред. М. М. Шкільняка. Тернопіль. 2022. 280 с.

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

3.2.5. Управління персоналом / за редакцією Олександра Завадського. — Київ: Центр навчальної літератури, 2021. — 450 с.

Additional literature

3.2.6. Patrick M. Lencioni The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities, Published by Jossey-Bass 2020, 192 p.

3.2.7. Crucial Conversations: Tools for Talking When Stakes are High, Third Edition by Joseph Grenny, Kerry Patterson, Published by McGraw Hill, 2020. 304 p.

3.2.8. Манн Р.В., Ляшов Д. О. Розвиток людського капіталу підприємства як детермінанта економічного зростання суспільства. Збірник наукових праць ЧДТУ. Серія: Економічні науки. Випуск 59. 2020. С. 17-25.

3.3. Internet information resources

3.3.1. Журнал «Управління персоналом». – Режим доступу: https://hrliga.com/index.php?module=profession&op=view&id=1938.

3.3.2. Журнал «Теорія і практика управління соціальними системами». – Режим доступу: http://www.nbuv.gov.ua/portal/Soc_Gum/Tipuss/ index.html.

3.3.3. Інтернет-портал для управлінців. – Режим доступу : www.management.com.ua.

3.3.4. Кодекс законів про працю України – Режим доступу: https://zakon.rada.gov.ua/laws/show/322-083.3.5.

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	Kind of Academic Work	Maximum Grade Values
6 semester			
Module № 1		**Module № 2**	
Kind of academic work	Grade values	Kind of academic work	Grade values
Carrying out tasks on practicals	8 points × 3 = 24	Carrying out tasks on practicals	5 points × 3 = 15
Carrying out test tasks	6 points × 1 = 6	Carrying out test tasks	5 points × 1 = 5
		Carrying out the Homework	8 points
For admission to complete module test №1, a student must receive not less than	*24 points*	*For admission to complete module test №2, a student must receive not less than*	*24 points*
Carrying out Module Test №1	10	Carrying out Module Test №2	12
Total by the Module №1	**40**	**Total by the Module №2**	**40**
Total by the Modules №1, №2			**80**
Semester examination			**20**
Total by the subject			**100**

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. Total Semester Grade equals to the sum of the Semester Module Grade and the Examination Grade, which is transferred in grades of National Scale and ECTS grades.

4.5. 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/Excellent/A*, *87/Good/B*, *79/Good/C*, *68/Sat./D*, *65/Sat./E*, etc.

4.6. 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 ознайом-лення	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	Анульо-ваного			

(Ф 03.02–32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				