

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника

(проректор з науково-педагогічної роботи)

В. Є. Єрмаченко



МЕНЕДЖМЕНТ ПЕРСОНАЛУ

робоча програма навчальної дисципліни

Галузь знань
Спеціальність
Освітній рівень

07 Управління та адміністрування
073 Менеджмент
третій (освітньо-науковий)

Вид дисципліни
Мова викладання, навчання та оцінювання

вибіркова
англійська

Завідувач кафедри
менеджменту та бізнесу

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2019

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

"APPROVED"
Deputy Rector
(Vice-Rector on Scientific and Pedagogical Work)
Volodymyr Yermachenko



PERSONNEL MANAGEMENT
syllabus of the academic discipline

Subject area **07 Management and administration**
Speciality **073 Management**
Educational qualification **third (scientific-educational)**

Type of the discipline **selective**
Language of teaching, studying and assessment **English**

Head of Management and
business department



T. Lepeyko

Kharkiv
S. Kuznets KhNUE
2019

APPROVED

at the meeting of the Management and Business department
Protocol № 1 dated 29.08.2019.

Compiled by:

O. Myronova, PhD, Associate professor of Management and Business department

**Sheet of renewal and re-approval
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

1. Introduction

Abstract of the discipline. Academic discipline needs for forming general skills of scientific analysis of features of personnel management of different subjects of social development; forming in candidates scientifically grounded, adequate realities, rational knowledge of processes, practices and assessment in personnel management; teaching candidates to be competent in specific processes of managing the practices of personnel management to ensure the development of the state, society and business; forming on this basis the expedient attitude of students to the study of theoretical positions and mastering the appropriate tools for the use of communicative modern practices of interaction between the state, business, civil society and man, which would allow to strengthen mutual responsibility of all subjects of public life, to create conditions for sustainable stable development of the state and society

Purpose of the academic discipline: developing candidates' basic knowledge of the theory and practice of personnel management and relevant professional competencies that ensure the formation of socially responsible behavior of its subjects (institutions).

Academic year	1	
Semester	1	
Number of credits ECTS	5	
Studies in class	lectures	20
	seminar (practical)	20
Independent training		110
Final assessment	pass	

Structural logical scheme of the discipline studying:

Previous disciplines	Next disciplines
Basic theory of management	Cross-cultural management
Philosophy of science	Management strategies

Competencies and results of discipline study:

Competencies	Study results
the ability to maintain an optimal quantitative relationship between employees to regulate group relationships within the team	substantiation of the structure and number of personnel, effective organization of recruitment, selection, evaluation of staff
the ability to create conditions for enhancing the culture of employees, to maintain the internal potential for renewal, to facilitate the continuous training of employees, to create the conditions for their self-improvement	assessment, staff appraisal, use of different methods of on-the-job and off-the-job training
the ability to shape the personal business behavior of executives and employees at an enterprise	using of methods of results calculation and application of methods of estimation of economic and social efficiency for improvement of personnel management of an organization
the ability to regulate interpersonal relationships between members of the personnel based on psychological management methods	application of management concepts based on psychological methods of management people in organizations
the ability to combine official and personal authority, to form flexible leadership style; apply a leadership style that meets the requirements of the situation and field of activity of an organization	using of different means of leadership to gain personal authority: informing, individual conversation, discussion, recognition, criticism, condemnation
the ability to select the composition of the teams based on the individual characteristics of the performers, group behavior and psychological compatibility; to effectively distribute full weights in the structure of the management apparatus of the organization; to ensure the participation of employees of all levels in decision making	effective distribution of powers in the structure of the management apparatus depending on the individual characteristics of the performers and evaluate the results of the implementation of management decisions
the ability to identify the needs of employees, using an individual approach, to develop and implement complex modern multidimensional motivational measures	diagnosing and analyzing conflict situations, determining the style of behavior in conflict situations, applying the principles of effective communication to eliminate communication barriers

2. The syllabus of the academic discipline

Content module 1 Theoretical basis of personnel management

Theme 1. Technology management personnel organization

Hiring policy. Internal and external sources of staff involvement. Their advantages and disadvantages. Selection of recruitment sources. Personnel selection goals. The main approaches of foreign firms to the selection of external applicants. Typical stages of selection, their content. Organization of selection procedure. Grouping, content of selection criteria and indicators. Methods for evaluating job applicants. Organization of staff reception. Principles of selection and placement of personnel. Scheduling of recruitment and placement. Ways to improve the selection and placement of personnel. The need to evaluate staff as a selection tool.

The concept of business assessment. Frequency of business assessment. The purpose of business assessment of personnel. Organizational preparation for conducting business assessment. Typical mistakes that are made when making an assessment. Basic methods of reducing subjectivity and incompleteness of assessment. Basic methods of personnel assessment. Advantages and disadvantages of assessment methods. Documentary support for different assessment methods.

The concept of professional orientation. Goals and objectives of career guidance. The main forms of professional guidance: education, information, consultation. Orientation management bodies. Orientation of career guidance.

Indicators of the personnel efficiency in the organization: the ratio of individual categories of employees, productivity, labor costs, loss of working time, etc.

Theme 2. Technology of personnel development management in the organization

Purposes and objectives of organization social development. The essence of social planning. The main directions of the social development plan. Elements of social infrastructure, indicators of their status. The social development plan. Organizational and economic mechanism for implementation of the social development plan. Sources of funding for the organization's social development activities.

The purpose of training, retraining and advanced training of the personnel in the organization. Organizational structure and functions of personnel training units. Principles, methods, forms and types of training. The main features of the functioning of training centers. Classification of forms of advanced training, their relationship. Content of forms of training: in the workplace, outside the workplace, near the workplace. Methods of on-the-job and off-the-job, their advantages and disadvantages.

The essence of personnel certification. The main goals and objectives of certification.

Concept of career, career promotion. Types of business career. Principles of business career management organization. Business career management tools. Stages of business career, its content. Practical examples of career management in domestic and foreign organizations. Relationship between planning and implementing a business career with measures to improve staff skills.

The essence of professional and professional promotion of staff. The concept of personnel "rotation". Characteristics of the system of professional promotion of staff, its goals and objectives. Contents of stages of system of professional and professional promotion of employees; work with high school students; work with young professionals; work with managers of grassroots management; working with middle management executives; working with senior executives. Planning of professional and professional promotion of staff.

Problems of personnel reserve. The essence of managing the personnel reserve. Stages of the reserve formation process: preparation of the forecast of changes in the composition of management personnel, obtaining information about the candidates' business

and personal qualities, formation of the staff reserve. Criteria used in the selection of reserve candidates. sources of formation of reserve of frames. The order of selection and enrollment in the pool of personnel reserve. Planning work with the personnel reserve

Theme 3. Evaluation of the personnel management system effectiveness

Diagnostic approach to performance evaluation of HRM units. The main criteria for evaluating the effectiveness of HRM units. Interrelation of criteria with the most important areas of personnel services activity. Assessment of staff turnover and absenteeism. Assessment based on opinion review. Methods of measuring the performance of units.

Characteristic of economic and social efficiency of personnel management improvement. Analysis of existing approaches to measuring the economic and social effectiveness of HRM. Commercial (financial), budgetary economic efficiency, their content and order of calculation. Classification of production and non-production costs. Methods of calculating the results and costs associated with improving personnel management. Calculation of economic result due to factors of production and non-productive spheres. Methods for assessing the economic and social effectiveness of improving the organization's personnel management.

Content module 2. Practical application of personnel management technologies

Theme 4. Power and leadership in the organization of personnel management

Power. Leadership. Leader types. Leader and manager qualities, their main features. Leadership styles. The main differences between a leader and a manager. Approaches to leadership: American, Japanese, European, Ukrainian.

Types of approaches to the study of leadership. Dynamics of behavior. Level of situationality. Leadership qualities and leadership charisma. A behavioral approach to leadership. Principles of effective leadership.

Leadership concepts: Theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; a path-goal leadership model "; the concept of attributive leadership; the concept of charismatic leadership; leadership concept for change.

Theme 5. Effective leadership of subordinates

Approaches to requirements for managers: American, English, French, Japanese, Polish. Rules of motivation: self-regulation, verbal and non-verbal behavior.

Model of interaction of the leader with informal groups by Homans. Factors influencing the effectiveness of informal groups. Influence of informal groups on the general socio-psychological climate in the organization. Informal group management as a tool for improving HR management.

Powers, their types and boundaries. Delegation of authority. Principles of delegation. The relationship of authority at different levels of government. Concepts of the delegation process.

Theme 6. Management of communications and conflicts in the organization

Management information. Communications, their types. Communication functions. Communication process. Elements of information exchange. Principles of effective communication. Communication barriers.

Conflict. Objective and subjective causes of conflict. Types of conflicting personalities. Complex executives. General recommendations for resolving conflicts between manager and subordinates.

Information model of conflict situation. Communication styles. Behavior styles in conflict situations. Methods for assessing the style of behavior in a conflict situation. Thomas - Killman conflict grid.

3. The system of the study results assessment

The system of students' developed competencies assessment includes all types of study activities according to the curriculum of the discipline. There are lectures, seminars, practical lessons, as well as independent training. Assessment of the candidate' developed competencies is carried out using a 100-point accumulation system. In accordance with the Temporary Regulations "About the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" by S. Kuznets KhNEU, control measures include:

current control during the semester during lectures, practical lessons (seminars) and is estimated by the sum of the points scored (the maximum amount is 60 points; the minimum amount that allows the student to take the exam - 35 points);

final / semester control, conducted in the form of final written test (the maximum amount is 20 points) and individual task which should be passed (the maximum amount is 20 points).

The procedure for carrying out the **current assessment** of students' knowledge. Assessment of candidate's knowledge during seminars, practical lessons and performance of individual training (performing the practical tasks) is carried out according to the following criteria:

elaboration of lecture material – essence of management study; evolution of management; functions of management; principles and methods in managerial decision making process; leadership and communications in management; managerial effectiveness;

working out and studying of the recommended literature, basic terms and concepts on subjects of discipline;

preparation for practical classes; implementing theoretical knowledge in solving practical situations;

preparation for speaking at seminars;

in-depth study of individual lecture topics or questions;

search (selection) and review of literary sources according to the essay topic;

analytical consideration of the scientific publication;

a student's self-examination test of self-diagnosis questions;

preparation for written test (final test);

systematization of the studied material in order to prepare for the individual task.

The general criteria for assessment candidates' independent training are: the depth of independent work of candidates with national and foreign special managerial literature, normative acts on state regulation of economy; statistical materials; business cases of real managerial situations.

The **final control** of the candidate's knowledge and competencies is based on semester written test and individual task, the task of which is to check the candidate's understanding of the program material in general, the logic and interrelations between the individual sections, the ability to use the accumulated knowledge creatively, the ability to formulate their attitude to a particular problem of academic discipline, etc.

A candidate should be considered certified if the sum of the points obtained on the basis of the final / semester examination is equal to or exceeds 60.

The final score in the discipline is calculated on the basis of the points obtained during the final control and the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

Distribution of points in weeks

Themes of the content module		Hours	Lectures	Seminar / practical	Practical tasks	Written test	Individual task	Total
Content module 1.	Theme 1	4	2	2				4
	Theme 2	4	2	2				4
	Theme 2	4	2	2	5			9
	Theme 3	4	2	2				4
	Theme 3	4	2	2	5			9
Content module 2.	Theme 4	4	2	2				4
	Theme 4	4	2	2	5			9
	Theme 5	4	2	2				4
	Theme 5	4	2	2	5			9
	Theme 6	4	2	2				4
Pass						20	20	40
		40	20	20	20	20	20	100

Evaluation scale

Total score on a 100-point scale	ECTS assessment scale	Assessment on the national scale
90 – 100	A	excellent
82 – 89	B	good
74 – 81	C	
64 – 73	D	satisfactory
60 – 63	E	
35 – 59	FX	unsatisfactory
1 – 34	F	

4. Recommended reading

1. Dessler G. Human Resource Management / G. Dessler; 15th edition. – N.-Y.: Pearson, 2016. – 720 p.
2. Dessler G. Fundamentals of Human Resource Management / G. Dessler; 4th edition. – N.-Y.: Pearson, 2016. – 568 p.
3. Human Resource Management. – Minneapolis: University of Minnesota Libraries Publishing, 2016.