

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
державного управління,
публічного адміністрування та
економічної політики
Протокол № 1 від 25.08.2023 р.

ПОГОДЖЕНО

Проректор з навчально-методичної роботи



Каріна НЕМАШКАЛО

УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ В ПУБЛІЧНОМУ АДМІНІСТРУВАННІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань	28 "Публічне управління та адміністрування"
Спеціальність	281 "Публічне управління та адміністрування"
Освітній рівень	третій (освітньо-науковий)
Освітня програма	"Публічне управління та адміністрування"

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Розробник:
д.е.н., професор


Наталія ГАВКАЛОВА

Завідувач кафедри
державного управління,
публічного адміністрування та
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Наталія ГАВКАЛОВА

Гарант програми


Вікторія МЕЛЬНИК

Харків
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED

at the meeting of the department of
public administration and
economic policy
Protocol № 1 of 25.08.2023

AGREED

Vice-rector for educational and methodical work

 Karina NEMASHKALO



HUMAN RESOURCE MANAGEMENT IN PUBLIC ADMINISTRATION

Program of the course

Field of knowledge **28 «Public management and administration»**
Specialty **281 «Public management and administration»**
Study cycle **the third (educational and scientific)**
Study programme **«Public management and administration»**

Course status **elective**
Language **English**

Developer:
Doctor in Economics
Professor



Nataliia GAVKALOVA

Head of Department
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Nataliia GAVKALOVA

Head of Study Programme



Viktoriia MELNYK

Kharkiv
2023

INTRODUCTION

The course "Human resources management in public administration" is studied according to the curriculum of the third educational and scientific level of training of doctors of philosophy in the specialty 281 "Public management and administration" of the educational and scientific program "Public management and administration". The program of the course discloses the purpose of the course, the structural and logical scheme of the study of the course, competences and learning outcomes according to the course, the curriculum of the course (which consists of two meaningful modules that include 10 topics), the procedure for evaluating learning outcomes, the evaluation scale: national and ECTS, recommended literature (main, additional and informational resources). As a result of assimilation of the educational material, the graduate student acquires knowledge, abilities and skills of development and decision-making in the system of human resources management in public administration.

The goal of the course "Human resources management in public administration" is acquirement by graduate students knowledge and skills regarding the process of human resource management in public administration, the ways of implementing policies in human resources management, and choosing the most effective means of human resource management in relation to a specific situation.

The tasks of the course are:

the ability of students to develop skills of independent analysis of complex situations at the workplace and making informed decisions in the field of personnel management of a public institution;

use of acquired knowledge and skills in solving professional tasks and substantiation of directions for ensuring the effectiveness of the system of public management and administration;

formation of the ability of using methodological approaches for analytical evaluation of human resources management in public administration;

the ability to acquire knowledge, skills and abilities regarding the use of theoretical principles of human resource management, personnel strategy and policy, methodical approaches to the distribution of tasks between line and functional units and the manager.

The subject of the course is to learn the fundamental and applied principles of functioning, evaluation of the effectiveness and efficiency of human resources management in public administration.

The object of the course is the social and political processes that are taking place in the management of human resources in public administration.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO1	GC4, GC6, SC2, SC8, SC10, SC11, SC12
LO2	GC4, GC6, SC2, SC8, SC10, SC11, SC12
LO3	GC4, GC6, SC2, SC8, SC10, SC11, SC12
LO6	GC4, GC6, SC2, SC8, SC10, SC11, SC12
LO10	GC4, GC6, SC2, SC8, SC10, SC11, SC12

where, GC4. The ability to rethink the existing and create new holistic knowledge in the professional field and to solve complex social, scientific, cultural, ethical and other problems.

GC6. Ability to establish scientific interaction, cooperation.

SC2. The ability to master and develop the methodology of scientific, pedagogical and managerial activities.

SC8. Ability to develop and conduct communication activities to ensure public support for management decision-making at all levels of public management and administration.

SC10. The ability to apply, develop and improve modern technologies, including administrative and management, information and communication technologies, in managerial, administrative, scientific and educational (pedagogical) activities.

SC11. The ability to make informed management decisions, including in conflict situations, as well as with the aim of their prevention.

SC12. Ability to develop scientifically based recommendations for improving public management and administration.

LO1. To know scientific concepts (theories), terminology, the history of development and the current state of scientific knowledge, to identify theoretical and practical problems in public management and administration.

LO2. Know and adhere to the basic principles of academic integrity in scientific and educational (pedagogical) activities.

LO3. To know and be able to apply general and special methods of scientific knowledge, laws, regularities and management principles to solve problems of public management and administration.

LO6. To be able to determine, evaluate and substantiate the priority areas of sustainable development at different levels of public management and administration.

LO10. Be able to adapt and apply modern models/approaches to management and administration, as well as international experience in the design and reorganization of organizational management structures at various levels of public management and administration.

COURSE CONTENT

Content module 1. Theoretical aspects and main categories of human resources management in public administration

Topic 1. Subject, methods and tasks of the discipline of human resources management in public administration

1.1. The subject, method and tasks of studying the proposed discipline.

The need to study the discipline "Human resources management in public administration". Evolution of human resource management concepts. Subject and methods of the discipline "Human resources management in public administration". Tasks and structure of the discipline. Definition of the concept of human resources management. A complex of categories of the human resource management system in public administration. The meaning of the terms resource, labor potential, personnel, management. The difference of human resources management from personnel management.

1.2. The place and the role of "Human resource management in public administration" among other sciences.

The place and the role of the science "Human resources management in public administration" among other sciences. Human resources management as a field of practical activity. Human resources management in the economy management system. The purpose of human resource management. Object and subject of human resources management. Tasks and directions of implementation of human resources management at the state level.

Topic 2. Modern approaches of human resources management

2.1. Concepts, goals and principles of human resources management.

The essence of the category of personnel in public administration. The social system of the organization and its subsystems. Personnel management principles. Classification of employees.

2.2. The labor market and methods of its regulation.

Characteristics of the qualitative and quantitative composition of the population. Employment. The quality of the population. The structure of the labor market and its features. State regulation of the employment market and bodies of state management of labor resources. Bodies of control and supervision of labor legislation.

2.3. Marketing approach of human resources management.

Basic principles, stages and tasks of human resources marketing. Factors which determine the direction of human resources marketing. Personal marketing and its directions. The essence of marketing work and ways of covering it in personnel.

Topic 3. Social organization of work in the human resources management system in public administration

3.1. Theoretical foundations and objective prerequisites of the social organization of work.

The essence of the social organization of labor. Tasks of labor organization at the

macro level, micro level, at the workplace. Social and labor relations and their subjects. The main social forces of society and the need to coordinate their actions in the field of social and labor relations. Regulation of social and labor relations. The essence of social partnership and its role in the regulation of social and labor relations and the use of labor relations.

3.2. Subjects of social partnership.

Employees, group of workers, trade unions, employers and their associations, the state and local self-government bodies, their representatives jointly created organizations for the regulation of social and labor relations as subjects of social partnership.

3.3. Regulation of social and labor relations in public administration.

Social partnership at the production level. System of collective contractual regulation of social and labor relations. The collective agreement as the main normative act regulating labor relations in public administration. Content of collective agreements.

3.4. Foreign experience of social partnership.

Models of social partnership. Experience of applying the principles of social partnership in countries with a developed market economy.

Topic 4. Ensuring the quality of the human resources management system in public administration

Normative and methodological support of the human resources management system in public administration. Classification of normative and legal documents. Collective agreement, regulations on subdivision. Legal support of the human resources management system. Personnel quality assurance of human resources management in public administration. Functions of the human resource management department. Labor intensity of human resource management works. Information support of the human resources management system. Requirements for the quality of sources of information. Arrays and databases. Information management systems. Technical support of the human resources management system. Output data for the selection of a complex of technical means.

Topic 5. Management of the development of human potential in public administration

5.1. Concept and assessment of personnel potential.

Formation of personnel potential. A system of indicators characterizing personnel potential. Human development management system. Organizational support of the human resources management process. Important factors for human resource management professionals.

5.2. Components of the motivations of economic activity of the population in the human resources management system.

Motivation of economic activity of the population as a component of the labor potential management system. Definition of the concept of "need" as a state due to which the directions of activity, behavior, thinking, will and feelings of employees are coordinated. Classification of needs. Determination of the needs of society and the needs of the population. Creation of the conditions of the work situation, which involves influencing the behavior of the employee with the help of needs, interests, desires and goals.

5.3. Management of the motivation of the population's economic activity.

Forms and methods of material and non-material motivation of economic activity of employees. Methods of direct and indirect influence. Economic, administrative and legal methods of influence. Incentives as tools that cause certain motives to act. Economic, legal and administrative methods of assessing the economic activity of the population. Organizational methods of motivation. Extensive and intensive aspects of the analysis of the economic activity of the labor potential.

Topic 6. Human resources planning and forecasting

6.1. The essence and significance of planning and forecasting labor resources for the progressive development of society.

The main tasks of planning. Methods of planning the personnel policy of the organization and forecasting the state of labor resources. Staff schedule, its composition.

6.2. Stages and methods of planning and forecasting labor resources.

Personnel planning, labor productivity, labor intensity, number of personnel. Planning means for payment of labor, its purpose. Social planning, its structure. Indicators of assessment of the social development of the labor team.

6.3. Methods of calculating the quantitative need for personnel.

The method of calculating labor productivity. The method of planning needs from profit. Planning according to labor standards. Planning using labor intensity. Calculation of the number of personnel.

6.4. Methods and models of managerial decision-making regarding the personnel policy of the organization.

Content module 2. The main directions of human resources management in public administration

Topic 7. Management of professional and career development of human resources in public administration

7.1. Tasks of management for formation of general educational and professional level of labor resources

The role of qualified personnel. Concepts and main indicators of the general educational and professional level. The main features of the qualification of a competitive workforce. Management of the formation of the quality of human resources. Directions for improving the quality of labor potential.

7.2. System of professional training of human resources in Ukraine

Content, principles and structure of general and professional education in Ukraine. Educational institutions of various forms of ownership. Educational levels of Ukraine. Secondary school. Secondary special education. Professional and technical education. Higher Education.

7.3. Organization of training and advanced training of personnel.

Functions and structure of the state system of general and professional education. The role of educational institutions of alternative forms of ownership. Organizational forms and socio-economic levers of encouraging retraining, acquiring a second education and improving qualifications. Organization of retraining of employed and unemployed.

System of professional development. Courses. Individual training.

7.4. Foreign experience in the formation of a professional level of human resources.

Basic conceptual approaches to the formation of the professional level of labor resources. The connection between the personnel training system and production. Continuous education. Peculiarities of formation of the professional level of human resources in EU countries.

Topic 8. Effectiveness of human resource management in public administration

8.1. Evaluation of the effectiveness of human resources management.

Efficiency assessment methods. Output data for performance evaluation. System of quantitative and qualitative indicators. Ratings. Methods of evaluating personnel and labor productivity. Certification of personnel.

8.2. Audit and diagnostics of the human resources management system.

Internal and external audit. Quality monitoring system of human resources management. Diagnostics of human resources management and ways to eliminate shortcomings. Human resource management information systems.

8.3. Methodology for calculating the human potential development index: prospects for the development of social policy in Ukraine.

Prospects for the development of social policy in Ukraine, taking into account world experience. The concept of human development within the United Nations Development Program, its principles. Indicator of the index of human development, its components. Human resources development strategy, its main provisions.

Topic 9. Labor conflicts and methods of their resolution

9.1. Concepts and types of conflicts.

The concept of conflicts. The main signs of conflict. Negative consequences of conflicts. Positive functions of labor conflicts. Types of labor conflicts. Intra-personal, interpersonal conflicts. Conflict between the individual and the group. Intergroup conflict.

9.2. Causes of conflicts

Allocation of resources. Interdependence of tasks. Difference in goals. Difference in ideas and values. Difference in behavior and values. Unsatisfactory communications. Subjects and objects of labor conflicts.

9.3. Conflict management methods.

Regulatory and legal framework for resolving labor conflicts in Ukraine. Intrapersonal methods. Structural methods. Evasion method. The method of coercion. Smoothing method. Method of cooperation. The compromise method.

9.4. Use of conciliation procedures in resolving labor conflicts.

The role of conciliation procedures in resolving labor conflicts and the mechanism of their implementation. Elements of the reconciliation procedure. Experience in regulating labor conflicts in foreign countries.

Topic 10. Modern trends in human resources management

10.1. Leasing and outstaffing of personnel.

Innovative methods in human resources management. Problems of temporary employment. Labour relations in the leasing staff. Prerequisites for the use of outstaffing.

10.2. Outsourcing and controlling personnel

The practice of outsourcing human resource management processes. Outsourced functions. Advantages and disadvantages of outsourcing. Coordinating functions of controlling personnel. Objectives of personnel control. The concept of controlling and its differentiation. Differences between control and controlling. Levels and objects of personnel control.

10.3. The logistics market in the employment sector

Strengthening the process of internationalization of production as a factor of countries' participation in the international division of labor and exchange. Migration policy and its impact on population employment. A comprehensive approach to the assessment of international labor migration. The positive and negative impact of international labor migration.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and/or task	Content
Topic 1.	Seminar on the topic "Personnel of a public institution as an object of management"
Topic 2.	Seminar session on the topic: "Basic principles, stages and tasks of marketing human resources"
Topic 3.	Conducting a student survey: Express-control work on topics 1-2 Seminar-discussion on the topic: "The essence of social labor organization. Tasks of labor organization at the macro level, micro level, at the workplace"
Topic 4.	Seminar session on the topic: "Information support of the human resources management system. Requirements for the quality of source information"
Topic 5.	Seminar session on the topic. Brainstorming on the topic: "Creating the conditions of the work situation, which involves influencing the behavior of the employee with the help of needs, interests, desires and goals"
Topic 6.	Seminar session on the topic: "Planning and formation of personnel in public institutions". Colloquium on Content Module 1
Topic 7.	Practical task: Business game on the topic: "Management of professional and career development of human resources in public administration"
Topic 8.	Conducting a survey of students: Express control work Seminar session on the topic: "Factors affecting the results of the effectiveness of human resources management in public administration"
Topic 9.	Seminar session on the topic "Using conciliation procedures in resolving labor conflicts"
Topic 10.	Seminar discussion on the topic: "Innovative methods in human resources management. Problems of temporary employment." Colloquium on Content Module 2

The list of self-studies in the course is given in table 3.

Table 3

The list of self-studies

Name of the topic and / or task	Content
Topic 1.	Homework preparation on the topic: "The meaning of the concepts of resource, labor potential, personnel, management. The distinction of human resources management from personnel management"
Topic 2.	Preparation of a presentation on the topic: "Experience of public service human resources management in other countries"
Topic 3.	Preparation of a presentation on the topic: "The essence of social labor organization. Tasks of labor organization at the macro level, micro level, at the workplace"
Topic 4.	Preparation of a presentation based on the results of the completed classroom task: "Information support of the human resources management system. Requirements for the quality of source information"
Topic 5.	Writing an essay on the topic: "New methods of personnel development"
Topic 6.	Preparation of presentations on the topic: "Planning and formation of personnel in public institutions." Preparation for the colloquium.
Topic 7.	Writing an essay on the topic: "Who can become a successful leader"
Topic 8.	Homework preparation on the topic: "Evaluation of human resources management of a public institution"
Topic 9.	Homework preparation on the topic: "Experience in regulating labour conflicts in foreign countries." Preparation for the colloquium.
Topic 10.	Search, selection and review of literary sources on a given topic.

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching an course, to activate the educational and cognitive activity of graduate students, the use of the following methods of presenting (presenting) information to the graduate student in the course of his cognitive activity is provided, implemented through actions that connect the teacher and the graduate student, namely:

problematic lectures (topic 6) – to pose problematic questions to the audience within the framework of the topic, as well as to encourage students to participate in solving the problems of the lecture, their participation in answering questions, and elements of the discussion;

work in small groups (topics 2-3; topic 5) - to structure lecture or practical classes in terms of form and content, as well as for the participation of each student in the work on the topic of the class (students are invited to join groups of 5-6 people and to present at the end of the lesson one's vision and perception of the material), which ensures the formation of personal qualities, as well as communication skills and teamwork skills; seminars-discussions (topic 3, topic 10) — for mastering the process of making complex decisions, as well as choosing the best option (alternative), which is most consistent with

the essence of the problem and the requirements for its solution;
analysis of management situations, business and role-playing games (Topic 7);
brainstorming (topic 5) – for the formation of the ability to provide
recommendations to public authorities during state regulation of investment processes in
the country (mastering the process of making informed decisions regarding the
development of territories based on the rating of their investment attractiveness).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of a semester grading.

The final grade in the course is determined for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: task by topic (40 points), essay (10 points), presentation (10 points), current control work (10 points), colloquium (30 points).

Semester control: Grading.

More detailed information on the assessment system is provided in technological card of the course.

RECOMMENDED LITERATURE

Main

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