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

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 26.08.2024 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

_____ Каріна НЕМАШКАЛО

МЕНЕДЖМЕНТ ПЕРСОНАЛУ
робоча програма навчальної дисципліни (РПНД)

Галузь знань   **всі**
Спеціальність   **всі**
Освітній рівень   **третій (освітньо-науковий)**
Освітня програма   **всі**

Статус дисципліни   **вибіркова**
Мова викладання, навчання та оцінювання   **англійська**

Розробник:

д.е.н., професор   Підписано КЕП   Нікіта НАЗАРОВ

Завідувач кафедри
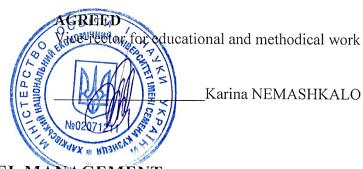менеджменту та бізнесу   Тетяна ЛЕПЕЙКО

Харків
2024

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

APPROVED
at the meeting of the department
management and business
Protocol 1 of 26.08.2024

AGREED
Vice-rector for educational and methodical work

_____Karina NEMASHKALO

PERSONNEL MANAGEMENT
Program of the course

Field of knowledge	**all**
Specialty	**all**
Study cycle	**third (educational and scientific)**
Study programme	**all**

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

Developer:

Doctor of Economics,
Professor

Digitally signed

Nikita NAZAROV

Head of management and
business

Tetyana LEPEYKO

Kharkiv
2024

INTRODUCTION

Personnel management is the course to provide a system of knowledge and methods for the formation of professional, personal and business qualities of future professionals in the field of personnel management.

The purpose of the course: is to form postgraduate students' fundamental 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). The tasks of the educational discipline are:

establishment of an effective personnel management system in the organization;

substantiation of conceptual principles and methodological principles of personnel management;

development and analysis of the personnel policy of the organization;

designing a personnel management system and legal support for personnel of the company's personnel service;

management of social development of personnel;

formation of a successful team as a social entity;

use of modern methods of planning and forecasting personnel needs;

organization of recruitment and selection of personnel in the organization;

training and retraining of employees at the stage of personnel development, business and career management service and management of the movement of officials for their development;

staff evaluation and use of results in the motivation system;

assessment of effectiveness and efficiency of management.

The subject of the course is planning, evaluation, staff movement and motivation, organization of service personnel management, and employee management.

The object of the course is the process of personnel management at enterprises.

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

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competences
Apply modern tools and technologies for searching, processing and analyzing information, in particular, statistical methods for analyzing data of a large volume and/or complex structure, specialized databases and information systems	The ability to identify, pose and solve problems; formulate and experimentally test scientific hypotheses, apply acquired knowledge in practice
Freely present and discuss with specialists and non-specialists the results of research, scientific and applied management problems in the national and English languages, competently reflect the results of research in scientific publications in leading international scientific publications; critically analyze foreign language scientific literature on the specialty	The ability to search, process and analyze information from various sources, to abstract thinking, philosophical interpretation, justification and economic proof of the obtained results and understanding of the essence of the studied socio-economic phenomena
Develop and implement scientific and applied projects that provide an opportunity to rethink the	The ability to initiate, develop, implement and manage scientific projects in

existing and create new holistic knowledge and/or professional practice in the field of management and administration and to solve significant scientific and technological problems in management in compliance with the norms of academic ethics and taking into account social, ethical, economic, environmental and legal aspects.	management and related interdisciplinary areas and/or make proposals for financing scientific research, registration of intellectual property rights
Deeply understand the general principles and methods of management sciences, as well as the methodology of scientific research, apply them in one's own research in the field of management and in teaching practice; to know the content and functions of science as a social institution, the general laws of the development of science, the structure and levels of scientific knowledge; consciously formulate the problems and tasks of specific scientific research in the professional field; to have methodological techniques for proposing scientific hypotheses, their verification and building a scientific theory.	The ability to work in an international context, to understand foreign language professional texts, to use foreign languages to present scientific results in oral and written form and to communicate in an international general, scientific and professional environment
Plan and carry out scientific and applied research in management and related interdisciplinary areas using modern tools, critically analyze the results of own research and the results of other researchers in the context of the entire complex of modern knowledge regarding the problem under study; make proposals for financing research and/or projects; to know the main characteristics of project forms of scientific research, technology of work on research, principles of organization of scientific work and implementation of the results of scientific research taking into account the norms of academic ethics.	The ability to perform original research, achieve scientific results that create new knowledge in management and related interdisciplinary areas
Approve and implement the results of own research in the field of management; to understand the content of modern management theories and the features of their evolution under the influence of changes in the external environment, advanced achievements and trends in the field of modern management, world experience of implementing existing management theories into the practice of modern enterprises	The ability to solve complex problems in the field of management on the basis of a systematic scientific outlook and a general cultural outlook in compliance with the principles of professional ethics and academic integrity, to develop, plan and implement research and innovation projects and programs in the field of management, a consistent process of thorough scientific research

COURSE CONTENT

Content module 1. Theoretical aspects of personnel management

Topic 1. Conceptual foundations of personnel management. Recruitment policy. Internal and external sources of involvement of personnel. Their advantages and disadvantages. Selection of sources of hiring staff. Recruitment objectives. Personnel recruitment and placement planning. Ways to improve the selection and placement of personnel. The need for staff evaluation as a selection tool. The concept of business valuation. Documentation and information support of the

business evaluation process. Classification of business valuation indicators. The concept of professional orientation. Goals and objectives of career guidance. Principles of labor organization that affect the process of staff adaptation. Information support of the adaptation management process. Basic principles and directions of personnel use in the organization: reduction of the share of manual labor, rationalization of jobs, labor discipline, etc. The concept of staff release. Similarities and differences between the concepts of "liberation" and "liberation".

Topic 2. Technology of personnel management development of the organization. Goals and objectives of social development of the organization. the essence of social planning. The purpose of training, retraining and advanced training of the organization's staff. Organizational structure and functions of personnel training units. Principles, methods, forms and types of education. The essence of personnel certification. The main goals and objectives of certification. The concept of career, career advancement. Types of business careers. The essence of professional development of staff. Problems of personnel reserve. The essence of personnel reserve management.

Topic 3. Evaluation of the effectiveness of the personnel management system of the organization. The main criteria for assessing the effectiveness of personnel management units. Relationship of criteria with the most important areas of personnel services. Characteristics of economic and social efficiency of personnel management improvement. Analysis of existing approaches to measuring the economic and social efficiency of personnel management.

Content module 2. Personnel management technology

Topic 4. Technology of personnel management in the organization. Organizational systems. Organizational unit. Organizational behavior. Object of organizational behavior. Levels of behavioral problems. The main problems of organizational behavior. Organizing forces of organizational behavior: subordinate and coordinating. Management concepts: scientific management; administrative management; management from the standpoint of psychology and human relations; management from the standpoint of behavioral science.

Topic 5. Power and leadership in the organization of personnel management. Power. Leadership. Leadership. Types of leaders. Qualities of a leader and manager, their main features. Leadership styles. Types of approaches to the study of leadership. Concepts of leadership: theories based on the analysis of leadership qualities; concepts of leadership behavior; concepts of situational leadership; path-goal leadership model "; the concept of attributive leadership; the concept of charismatic leadership; leadership concept for change.

Topic 6. Effective leadership of subordinates. Approaches to requirements for managers: American, English, French, Japanese, Polish. Rules of motivation: self-regulation, verbal and nonverbal behavior. Model of leader's interaction with informal Homans groups. Factors influencing the effectiveness of informal groups. Powers, their types and limits. Delegation of powers.

Topic 7. Communication and conflict management in the organization. Management information. Communications, their types. Elements of information exchange. Principles of effective communication. Communication barriers. Conflict. Objective and subjective causes of conflicts. Types of conflicting personalities. Difficult leaders. General recommendations for resolving conflicts between the leader and subordinates. Behavioral styles in a conflict situation.

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

Table 2

List of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1 Task 1	Development of the personnel management system of the enterprise
Topic 2 Task 2	Implementation of the task regarding the specifics of the selection of candidates for vacant positions and resource provision of personnel management
Topic 3 Task 3	Practical (seminar) class on the topic: "Recruitment"
Topic 4 Task 4	Payroll systems. Solving practical cases
Topic 4 Task 5	Completing the calculation and analytical task "Creating a personnel service"
Topic 5 Task 6	Solving practical situations on the specifics of personnel development, including professional retraining, professional development
Topic 6 Task 7	Practical (seminar) class on the topic: "Management of dismissal of personnel"
Topic 7 Task 8	Evaluation of the efficiency of enterprise management

The list of self-study is given in the technological card of the course is given in table 3.

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1-7	Search, selection and review of literary sources on a given topic
Topic 1-7	Preparation for the Colloquium
Topic 1-7	Preparation for practical (seminar) classes
Topic 1-7	Performance of an individual task (presentation)

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

TEACHING METHODS

In the process of teaching an educational discipline, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such

learning methods as:

Verbal (lecture-discussion (Topics 1 - 7), work in small groups (Topics 2 - 7).

In person (demonstration (Topics 1 – 7)).

Practical (practical work (Topics 1 – 7), group work (Topics 4, 5, 6), presentation (Topics 3,6)

FORMS AND METHODS OF ASSESSMENT

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

Control measures include:

current control carried out during the semester during lectures, practical, seminar classes and is estimated by the amount of points scored (maximum amount - 100 points; the minimum amount that allows a student to get pass - 60 points);

The procedure for conducting current assessment of postgraduate students' knowledge:

Assessment of student knowledge during seminars and practical classes and lectures – express survey during the lecture (10 points);

seminar/practical classes – student presentations during the class, discussion and creative tasks (14 points);

competence-oriented task by topic - the ability to combine theory with practice when considering situations; logic, structure, style of presentation of material during presentations in the audience, ability to justify one's position (16 points);

presentation – the ability to generalize information and draw conclusions; the ability to plan and evaluate certain problematic issues; logic, structuring and reasonableness of conclusions regarding a specific problem; literacy of material submission (20 points);

performance of written control tasks - the degree of assimilation of actual material; logic, structure of the presentation of the material; having one's own point of view, a position on a certain problematic issue. the ability to justify it; quality and clarity of reasoning (26 points).

The general criteria by which postgraduate students' self-study outside the classroom is assessed are: depth and strength of knowledge, level of thinking, ability to systematize knowledge on separate topics, ability to draw reasonable conclusions, mastery of a categorical apparatus, skills for performing practical tasks, ability to find necessary information, to carry out its systematization at seminars and practical classes. The results of the self-study are checked and evaluated during classroom ongoing control - oral surveys, reports, presentations and written works.

The final/semester control of knowledge and competences of students in the academic discipline is carried out on the basis of a written test (14 points maximum), the task of which is to check the student's understanding of the program material as a whole.

The student should be considered certified if the sum of points obtained as a result of the final/semester performance assessment is equal to or exceeds 60 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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3. Lohinova K. Essence of the concept of "Recruitmentand adaptation process" and its role / Lohinova K., Cai Xinwan // Глобалізаційні процеси:виклики та рішення : матеріали IX Міжнародної науково-практичної конференції, 12 листопада 2024 р.). – Одеса : МГУ, 2024. – С. 32-34. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/34790.

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5. Zelenyak V. V. Improvement of the personnel management system at the enterprise / V. V. Zelenyak, O. M. Myronova, Gomez Ensa // Успіхи і досягнення у науці. - 2024. - №7(7). - С. 547-556. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/34783.

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7. Schöning S., Mendel V. Competence Development in Controlling and Management Accounting. With Systematic Personnel Development to Success. Springer Wiesbaden, 2023. – Access mode: https://link.springer.com/book/10.1007/978-3-658-39390-8.

Information resources

8. Electronic catalog of the National Library of Ukraine named after V. I. Vernadskyi. – Access mode: www.nbuv.gov.ua.

9. Electronic catalog of the Kharkiv State Scientific Library named after V. G. Korolenko. – Access mode: http://korolenko.kharkov.com .

10. Economic and legal library. – Access mode: http://www.vuzlib.net.