

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Kharkov National Agrarian University
named after V.V. Dokuchaev

Department of Management and administration



"Approve"
Acting First Vice-Rector
[Signature] - V. Petrov
2020

Work program of the discipline
«Personnel Management»

Level of education - second (master)
Knowledge Branch - 05 "Social and Behavioral Sciences"
Specialty - 051 "Economics"
Educational program 051 "Economics"

Kharkov - 2020

The program of the academic discipline «Personnel Management» is compiled to according to educational and professional program of the knowledge branch 05 "Social and Behavioral Sciences" of specialty : 051 "Economics".

« 04» December 2020 year 10 p.

Developer of the program: **Shyian Nataliia Ivanovna**, Cand.Econ.Sci., Assistant Professor of the Department of Management and Administration



The work program is approved at a meeting of the Department of Management and Administration

« 04» December 2020 year, Protocol No 5.

Head of the Department of Management and administration, doctor econ. Sciences, professor

" 6 " 2020 year



A.I. Gutorov

Considered and recommended for use by the Methodological Commission of the Faculty of Management and Economics

« » , Protocol No

Head of the educational-methodical commission of the faculty of Management and Economics, candidate of economic sciences, associate professor



Filimonov Yu.L.

1. Description of the discipline

Indicator	Branch of knowledge, Specialty	Characteristics of the discipline	
		daytime study form	home study form
credits – 4	Branch of knowledge: 05 "Social and Behavioral Sciences"	optional	
modules – 2	Specialty: 051 "Economics"	Year of preparation:	
		1	
The total number of hours is 120		Semester	
		1	
From these, weekly hours for daytime study forms: classroom-4 for independent work of the student 16	educational degree «Magistr» Qualification: "Master of Economics».	Lecture	
		12 h	-
		Practical, seminars	
		12 h	-
		laboratory	
		-	-
		independent work	
		96	-
Individual tasks: - h			
Type of control: pass			

2. The purpose and tasks of the discipline

The purpose of the discipline is the formation of applicants for systematic knowledge of the theory and practice of personnel management of various organizations operating in the national economy of Ukraine.

Tasks of studying the discipline:

- practical use of the theoretical foundations of Personnel Management;
- practical use of «Personnel Management» in the activities of company;

Competencies

Integral competence - the ability to solve complex specialized problems and practical problems in the field of economic management of the enterprise or in the learning process using modern theories and methods of research of economic objects involving research and innovation and is characterized by uncertainty of conditions and requirements.

General competencies:

1. Ability to justify management decisions and ensure their competence.
2. Ability to creative professional activity
3. Ability to effectively communicate
4. Ability to collect and process information.
5. Ability to work in a team and a team
6. Ability to criticize and self-criticize
7. Ability to socially responsible activities
8. Ability to work effectively.

Special (professional) competencies:

1. Monitoring the state of the enterprise and its position in the market
2. Improving the system of forecasting and planning of the enterprise.
3. Development of effective systems of motivation and remuneration of staff.

Program learning outcomes:

1. Ability to critically evaluate the proposed options for management decisions to optimize the use of enterprise resources, improving the quality level based on the identified reserves and bottlenecks in the enterprise.
2. Ability to evaluate and justify the application of the latest technologies in the field of enterprise management
3. Ability to apply systematic thinking, creativity to generate new ideas, defend them and purposefully implement them in the implementation of economic management in the enterprise.

The program of the discipline

Topic 1. Theoretical foundation of Personnel Management

Role of Personnel Manager. Functions of Personnel Management: Manpower Planning, Recruitment, Selection, Training and Development. Steps in Manpower Planning: Analyzing the current manpower inventory; Making future manpower forecasts; Developing employment programs; Design training

programmes. Importance of Manpower Planning. Need of Manpower Planning. Types of Recruitment. Employee Selection Process. Training of Employees - Need and Importance of Training. Ways/Methods of Training

Topic 2. Elements of Personnel Management

Elements of Personnel Management: Organization. Job. Various types of jobs available are: Physical jobs. Creative jobs. Proficiency jobs. Intellectual jobs. Consultancy jobs. Technical jobs. People. The different types of people, which are generally required in a concern.

Topic 3. Performance Appraisal

Objectives of Performance Appraisal. Advantages of Performance Appraisal: Promotion; Compensation; Employees Development; Selection Validation; Communication; Motivation.

Topic 4. Performance Appraisal Tools and Techniques

Tools for Performance Appraisals of employees: Ranking; Paired Comparison; Forced Distribution; Confidential Report; Essay Evaluation; Critical Incident; Checklists; Graphic Rating Scale; BARS; Forced Choice Method; MBO; Field Review Technique; Performance Test. Performance Appraisal Biases.

Topic 5. Employee Relations in the organization

Personnel Records. Types of Personnel Records. Purposes of Personnel Records. Employee Relations - Importance and Ways of Improving Employee Relations. Improving Employee Relations. Employee Stress - Strategies for managing stress at workplace. Strategies for Managing Stress. Individual strategies for managing stress. Employee Stress and Performance.

Topic 6. Employee Discipline and Features of a Sound Disciplinary System

Characteristics of a Sound Disciplinary System: Immediate, Consistent, Impersonal; Prior warning and notice. Types of Penalties for Misconduct/Indiscipline: Major penalties; Minor penalties.

4. Structure of the discipline

The content module	hours										
	daytime study form						home study form				
	Of all	including					Of all	including			
		L	π/s	lab	ind	Ind.t		l	π/s	lab	ind
Topic 1. Theoretical foundation of Personnel Management	12	2	2	-	-	16	-	-	-	-	-
Topic 2. Elements of Personnel	13	2	2	-	-	6	-	-	-	-	-

Management												
Topic 3. Performance Appraisal	13	2	2	-	-	16	-	-	-	-	-	-
Topic 4. Performance Appraisal Tools and Techniques	13	2	2	-	-	16	-	-	-	-	-	-
Topic 5. Employee Relations in the organization	13	2	2	-	-	16	-	-	-	-	-	-
Topic 6. Employee Discipline and Features of a Sound Disciplinary System	13	2	2	-	-	16	-	-	-	-	-	-
<i>Of all</i>	120	12	12	-	-	96	-	-	-	-	-	-

5. Topics of seminar`s lessons

Topics	hours	
	daytime study form	home study form
Topic 1. Theoretical foundation of Personnel Management	2	-
Topic 2. Elements of Personnel Management	2	-
Topic 3. Performance Appraisal	2	-
Topic 4. Performance Appraisal Tools and Techniques	2	-
Topic 5. Employee Relations in the organization	2	-
Topic 6. Employee Discipline and Features of a Sound Disciplinary System	2	-
Of all	12	-

6. Topics of practical`s lesson

Topics	Hours	
	daytime study form	daytime study form
-	-	-

7. Topics of laboratorie`s lessons

Topics	hours	
	daytime study form	daytime study form
-	-	-

8. Independent works

№	Topics	hours	
		daytime study form	home study form
1	Topic 1. Theoretical foundation of Personnel Management	16	-
2	Topic 2. Elements of Personnel Management	16	-
3	Topic 3. Performance Appraisal	16	-
4	Topic 4. Performance Appraisal Tools and Techniques	16	-
5	Topic 5. Employee Relations in the organization	16	-
6	Topic 6. Employee Discipline and Features of a Sound Disciplinary System	16	-
	<i>Of all</i>	96	-

9. Individual works

Individual Themes:

1. Explain categories of staff in multinational companies.
2. Organizational Strategy and Human Resources Management.
3. Selecting and Placing Human Resources
4. Career Development
5. Compensation
6. Employee Safety and Health
7. International Human Resources Management
8. Developing and Implementing Strategic HRM Plans
9. Types of Pay Systems
10. Retention and Motivation
11. Maslow's Hierarchy of Needs
12. Herzberg Two-Factor Theory

10. Studying methods

A *lecture* is an oral presentation intended to present information or teach people about a particular subject, for example by a university or college teacher. Lectures are used to convey critical information, history, theories, and equations.

A *seminar* is a form of academic instruction, either at an academic institution. It has the function of bringing together small groups for recurring meetings, focusing each time on some particular subject, in which everyone present is requested to participate. This is often accomplished through an ongoing Socratic dialogue with a seminar leader or instructor, or through a more formal presentation of research. It is essentially a place where assigned readings are discussed, questions can be raised and debates can be conducted.

Practice or practise is the act of rehearsing a behavior over and over, or engaging in an activity again and again, for the purpose of improving or mastering it, as in the phrase "practise makes perfect". It is a method of learning and of acquiring experience.

11. Control methods

Current control of student learning is carried out during the semester during lectures, practical classes, seminars. The student gets points for his work.

Modular control of student learning is carried out based on the current control. This is an integrated assessment of student learning outcomes by the Content module.

A *final examination*, an pass, a "final interview" or a course of study or training.

12. Distribution of points that students receive

Current score and individual work						Final	Of all
T.1	T.2	T.3	T.4	T.5	T.6		
10	10	10	10	15	15	30	100

Scale: national and ECTS

Total score for all types of educational activities	ECTS	National scale score
		for the pass
90-100	A	Pass
82-89	B	
75- 81	C	
66-74	D	
60- 65	E	
35- 59	FX	
0- 34	F	Not pass

13. Methodological support

1. Program and work program of the discipline
2. A set of test questions for modular control
3. Tasks for independent work of students

14. Recommended literature

1. Ahammad T. Personnel Management to Human Resource Management (HRM): How HRM Functions? Journal of Modern Accounting and Auditing, September 2017, Vol. 13, No. 9. PP. 412-420.
2. Omotayo Adewale Osibanjo, Anthonia Adeniji. Human Resource Management: Theory and Practice. Pumark Nigeria Limited. 2012.
3. Sims R. Organizational Success through Effective Human Resources Management. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Organizational_success_through_effective_human_resources_management_97815672.pdf
4. Domsch M., Hristozova E. Human Resource Management in Consulting Firm. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Human_Resource_Management_in_Consulting_Firms.pdf
5. Human Resource Management. http://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf