



## SYLLABUS OF THE DISCIPLINE " PERSONNEL MANAGEMENT "

<b>Information about the teacher</b>	<b>Educational Programme</b>	<b>Level of higher education</b>	<b>Field of study; specialty</b>	<b>Discipline status</b>
	«Management»	second (master's degree)	07 "Management and administration" 073 "Management"	mandatory
		<b>Year of study and term</b>	<b>Scope of the discipline, final control</b>	<b>Language of instruction</b>
	PhD in Economics, associate professor R. V. Yakovenko, yakovenko572@gmail.com	1st year, 1st term	4 credits (120 hours), Lectures: full-time – 36 hours (part-time – 8 hours), Practical classes: full-time – 36 hours (part-time – 4 hours), Independent work: full-time – 48 hours (part-time – 108 hours), exam	Ukrainian

<b>Purpose and objectives of the discipline</b>	<b>Content of the discipline</b>
<p><b>The purpose</b> of teaching the discipline is to form and develop knowledge, skills and abilities that enable managers to carry out organizational, methodological, diagnostic, innovative activities, taking into account the development and effective use of their human resources.</p> <p>The main <b>objectives</b> of the discipline are: formation of students' basic knowledge of: formation of an effective personnel management system in the organization; formation and analysis of the state of the organization's personnel policy; design of a personnel management system and the normative number of employees of the personnel service of the enterprise; management of social development of the workforce; formation of a successful team as a social formation; application of modern methods of planning and forecasting personnel needs: organization of recruitment and selection of personnel in the organization; training, advanced training and retraining of employees at the stage of development of the organization's personnel; management of business career and career movement of managers for the purpose of their development; personnel certification and use of the results in the motivation system; evaluation of the effectiveness and efficiency of personnel management</p>	<p>Topic 1: Personnel management in the management system of organizations. Topic 2: Personnel planning in organizations Topic 3: Organization's personnel structure and personnel accounting. Topic 4: Recruitment and selection of personnel. Professional orientation and adaptation of employees. Topic 5: Personnel policy of the organization. Topic 6: Managing the development and movement of personnel in the organization. Topic 7: Formation and preparation of the personnel reserve. Management of the process of releasing personnel of the organization. Topic 8: The role of personnel management in business process management. Topic 9: Evaluation of the effectiveness of the organization's personnel service.</p>

<b>Integral and general competencies</b>	<b>Special (professional) competencies</b>	<b>Programme learning outcomes</b>
<p>IC The ability to solve complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements.</p> <p>GC 2 Ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity);</p> <p>GC 3 Skills in using information and communication technologies;</p> <p>GC 4. Ability to motivate people and move towards a common goal;</p> <p>GC 5 Ability to act on the basis of ethical considerations (motives);</p>	<p>SC 4 Ability to effectively use and develop the organization's resources;</p> <p>SC 5 Ability to create and organize effective communications in the management process</p> <p>SC 6 The ability to form leadership qualities and demonstrate them in the process of managing people;</p> <p>SC 8 Ability to use psychological technologies of work with staff</p> <p>SC 9 Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation;</p> <p>SC 10 Ability to manage the organization and its development.</p> <p>SC 12 The ability to make effective management decisions and ensure their implementation using innovative tools (methods) of industrial enterprise management</p>	<p>PLO 6 Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</p> <p>PLO 7 Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</p> <p>PLO 10 Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;</p> <p>PLO 11 To ensure personal professional development and planning of own time;</p> <p>PLO 12 Be able to delegate authority and management of the organization (subdivision);</p> <p>PLO 13 Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (unit).</p> <p>PLO 14 To coordinate the activities of industrial enterprise divisions on the basis of effective organization of business processes.</p>

<b>Evaluation of learning outcomes</b>	<b>Learning methods</b>																																																									
<p>The results of the final (term) control in the form of an exam are evaluated on a 100-point scale (60 points - the maximum number of points for the ongoing control, 40 points - the maximum number of points for the exam) and are translated into a national 5-point grading system ("excellent", "good", "satisfactory", "unsatisfactory with the possibility of retaking" and "unsatisfactory with mandatory re-study of the discipline") and the corresponding ECTS grades ("A", "B", "C", "D", "E", "FX", "F").</p> <p style="text-align: center;">For students of full-time education</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="4">Ongoing assessment and independent work</th> <th rowspan="2">Exam (in the form of testing)</th> <th rowspan="2">Total</th> </tr> <tr> <th colspan="2">Content module 1</th> <th colspan="2">Content module 1</th> </tr> <tr> <td>T1 -T4</td> <td>MTW1</td> <td>T5 -T9</td> <td>MTW2</td> <td></td> <td></td> </tr> <tr> <td>20 (5*4)</td> <td>10</td> <td>25 (5*5)</td> <td>5</td> <td>40</td> <td>100</td> </tr> <tr> <td colspan="2" style="text-align: center;">30</td> <td colspan="2" style="text-align: center;">30</td> <td style="text-align: center;">40</td> <td style="text-align: center;">100</td> </tr> </table> <p>T1, T2... T9 – Content module topics. MTW- intermediate module test work</p> <p style="text-align: center;">For students of part-time education</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th>Research paper</th> <th>Exam (in the form of testing)</th> <th>Total</th> </tr> <tr> <td style="text-align: center;">60</td> <td style="text-align: center;">40</td> <td style="text-align: center;">100</td> </tr> </table>	Ongoing assessment and independent work				Exam (in the form of testing)	Total	Content module 1		Content module 1		T1 -T4	MTW1	T5 -T9	MTW2			20 (5*4)	10	25 (5*5)	5	40	100	30		30		40	100	Research paper	Exam (in the form of testing)	Total	60	40	100	<p>Lectures, presentations, seminars (practical) classes, blitz polls, tests, solving problem-oriented tasks (cases), business games and other forms of group work, participation in discussions and debates, independent work, work with notes, scientific and educational literature, information and Internet resources</p> <p style="text-align: center;"><b>Scale of evaluation of the final (term) control: national and ECTS</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th rowspan="2">Total points for all types of learning activities</th> <th rowspan="2">ECTS grades</th> <th>Evaluation according to the national scale</th> </tr> <tr> <th>For exam</th> </tr> <tr> <td style="text-align: center;">90-100</td> <td style="text-align: center;"><b>A</b></td> <td style="text-align: center;">excellent</td> </tr> <tr> <td style="text-align: center;">82-89</td> <td style="text-align: center;"><b>B</b></td> <td style="text-align: center;">good</td> </tr> <tr> <td style="text-align: center;">74-81</td> <td style="text-align: center;"><b>C</b></td> <td rowspan="3" style="text-align: center;">satisfactory</td> </tr> <tr> <td style="text-align: center;">64-73</td> <td style="text-align: center;"><b>D</b></td> </tr> <tr> <td style="text-align: center;">60-63</td> <td style="text-align: center;"><b>E</b></td> </tr> <tr> <td style="text-align: center;">35-59</td> <td style="text-align: center;"><b>FX</b></td> <td style="text-align: center;">unsatisfactory with the possibility of retaking</td> </tr> <tr> <td style="text-align: center;">1-34</td> <td style="text-align: center;"><b>F</b></td> <td style="text-align: center;">unsatisfactory with mandatory re-study of the discipline</td> </tr> </table>	Total points for all types of learning activities	ECTS grades	Evaluation according to the national scale	For exam	90-100	<b>A</b>	excellent	82-89	<b>B</b>	good	74-81	<b>C</b>	satisfactory	64-73	<b>D</b>	60-63	<b>E</b>	35-59	<b>FX</b>	unsatisfactory with the possibility of retaking	1-34	<b>F</b>	unsatisfactory with mandatory re-study of the discipline
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<b>Suggested reading list (basic)</b>
<ol style="list-style-type: none"> <li>1. Менеджмент персоналу : навч. посіб. / Укл. О. В. Безпалько, А. Д. Бергер, Т. М. Березянко, Ю. М. Гринюк, Д. Г. Грищенко, О. І. Драган, А. С. Зеніна-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.</li> <li>2. Балабанова Л. В., Сардак О. В. Управління персоналом : підруч. Київ : Центр учбової літератури, 2021. 468 с. ISBN 978-611-01-0181-3.</li> </ol>