MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMA NATIONAL AGRARIAN UNIVERSITY

Department of Management

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"Approved" of the
Head of Management
Department
_____ (Mykhailova L.)
«___» _____ 2019

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WORKING PROGRAM ON THE EDUCATIONAL DISCIPLINE

Modern technologies of personnel management

Specialty: 073 "Management"

Doctor of Philosophy in the Field of Knowledge 07 "Management and Administration"

Faculty: Economics and Management

2019 - 2020 academic year

Work program on the discipline "**Modern technologies of personnel management**" for the preparation of doctors of philosophy with specialty 073 - "Management" in the field of knowledge 07 "Management and administration"

Developer:
Doctor of Economics, Professor, Head of the Department Mykhailova L.(_____)
<div style="text-align:right">signature</div>

The work program was approved at a meeting of the Department of Management of August 27, 2019 No. 1.

Acting Head of Management Department _____ (L.Mykhailova)
(signature) (**surname and initials**)

Agreed:

Head of the Department of Postgraduate and Doctoral Studies _____ I. Lozynska

Methodist of educational department _____ H. Baboshyna

Registered in the electronic database: _____2019.

Description of the course

Index name	Field of knowledge , direction of training education level	Characteristics of educational discipline	
		full-time	part-time study
Number of credits – 4	Field of knowledge: 07 "Management and Administration"	*Normative*	
	Specialty: 073 Management		
Modules – 2		**Year of preparation:**	
Content modules: 2		2019-2020	
	Specialty: 073 «Management»	**Course**	
		graduate students	2
		Semester	
The total number of hours 120		autumn	
		Lectures	
	Educational degree: Doctor of Philosophy	44 h.	
		Practical, seminar	
		44h.	
		Laboratory	
		-	-
Weekly hours for full-time study: classroom - 4.8 independent work - 0		**Independent work**	
		32h.	.
		Individual tasks: development on the topic of research with presentations	
		Type of control: credit	

Note. The ratio of hours of class to independent and individual work is: for full-time study - 88/32.

1. The purpose and objectives of the discipline

The purpose of the discipline is to develop knowledge of theoretical and practical aspects of development of modern technologies of personnel management; mastering methods, techniques, technologies of personnel management of organizations under the conditions of market mechanism of management, as well as acquiring the skills of their practical use.

According to the purpose, the main task of the discipline is to educate future doctors of philosophy, to organize, plan, coordinate and effectively manage the personnel of: organizations, institutions, different institutions; substantiate effective motivational mechanisms in organizations; possess technologies of effective planning, use and development of personnel; promoting the development of human resource management experience as the most valuable resource of organizations.

During the studies, the graduate student must master the elements of modern personnel management technologies to ensure the effective functioning of economic entities (organizations, institutions or industries), in particular:

- learn to formulate and justify the goals of organizations;
- test hypotheses and make management decisions to solve problems of functioning of the organization, industry, and region;
- create and evaluate business case scenarios with different options which are available;
- master traditional and modern research methods;
- summarize research findings and formulate conclusions;
- determine the economic effectiveness of management decisions in the field of personnel management;
- to prepare a scientific report, report or article with a public presentation as a result of the research.

As a result of studying the discipline the graduate student must:

Know: theoretical and methodological bases of personnel management; the essence, principles and methods of personnel management; the evolution of scientific perspectives on human resource management; modern theories of personnel management; system of national and regional bodies of labor resources management; tasks and functions of personnel services of organizations; legal aspects of personnel management; basic types and methods of personnel planning; sequence and methods of selection and selection of personnel; tasks, types and methods of personnel development and improvement; tasks of vocational orientation and labor adaptation; features of the process of forming managerial personnel; the essence and place of socionics in personnel management; mechanism of effective motivation and stimulation of staff; the nature, tasks, types of evaluation and staff appraisal; tasks, stages and principles of formation of personnel reserve; business career management and transfer system; staff turnover management mechanism; peculiarities of formation and development of a stable team; foreign experience of personnel management; system of information and organization of record keeping in personnel management.

Be able to: form a systematic scientific outlook and substantiate the strategy of organization development; critically analyze and evaluate current scientific achievements and formulate tasks for the application of advanced technologies of personnel management; to show initiative and responsibility when managing human resources in their activity; apply motivational strategies in HR management; determine compensation, benefits and rewards for staff categories; develop plans for staff development and training; to evaluate the social and psychological climate of the team; resolve conflicts in personnel management; to have the art of criticism in personnel management; to provide training and certification of personnel; to form a reserve of personnel and to develop a plan of work with it; draw up documents regulating the activity of employees; to carry out calculations of indicators of a staff turnover; draw up basic management documents on personnel issues.

3. The program of the discipline
(under testing)
Content module 1. Methodological bases of personnel management. System of formation of personnel of the organization

Topic 1. Theoretical foundations of personnel management

The essence of personnel management. Personnel management as a science, discipline, type of management and art. The subject and object of science is "personnel management". Place of personnel management in the management and administration system in organizations. Features and character of personnel management at different levels of management. The concept of the object of personnel work in the organization. Tasks and functions of personnel services. The main stages of personnel management in organizations: planning, recruitment, formation of reserve, selection of personnel, determination of salaries and benefits, professional orientation and adaptation; training and continuous development, performance appraisal and staff appraisal, job relocation, management training. Methods of the personality study. Social and psychological portrait of the head.

Topic 2. Staff composition and structure

Company staff concept. Key features and characteristics of the staff. The essence of the main categories in the description of human resources: workforce, personnel, labor, labor potential, human capital. Personnel numbers. Classification of personnel involved in the management and production process. Characteristics of management (managers, specialists, technical contractors), production and service personnel. The concept of profession and specialty. Personnel structure by skill level. Staff characteristics by educational level. Factors of changes in the personnel structure of organizations at the micro and macro levels (cross-sectoral shifts; increasing intellectualization of labor; the level of conformity of education to the needs of production, strengthening the globalization of the economy, etc.).

Topic 3. The evolution of views on personnel management

Formation of views on people management. Characterization of the major stages in the evolution of approaches to human resources management: industrial, scientific. Formation of scientific views on human resources management (R. Owen, A. Smith, F.

Taylor, G. Emerson, A. Fayol, E. Mayo, F. Herzberg, A. Maslow, DM Gregor). X and Y Theories in Personnel Management. Development and characterization of domestic approaches to personnel management. Modern theories in personnel management. The essence and prerequisites of the theory "Z". Technocratic and humanistic approaches in personnel management. Innovative technologies of personnel management.

Topic 4. Legal aspects of personnel management

Institutional support for personnel management. Legal basis of labor relations. The main forms of labor relations. Collective agreement. Employment contract. Contract. Legal basis of termination of labor relations. Foundations for termination of employment contract. The concept of working time and its characteristics. Remuneration of working time. Basic, additional, minimum wages. Wage adjustment. Basic forms and models of remuneration. Staff Regulations Documents.

Topic 5. Planning and staff formation of organizations

The essence and place of personnel planning in the system of management of socio-economic development of enterprises. Basic stages of personnel planning. Strategic, forward-looking, ongoing staff planning. Methods of planning and forecasting staffing. Establishment nomenclature and regulatory methods for determining needs. Control standards, service standards, load standards. Establishment list of the organization. The essence and tasks of personnel policy. Sources of staffing requirements. Functions of personnel services of organizations in the formation of personnel. Institutions of search for counterparties in the labor market. Formation of staff of organizations abroad. Effectiveness of personnel management. Effectiveness of personnel management.

Topic 6. Organization of recruiting and selection of personnel

Bodies and purpose of staff involvement in organizations. Means of external recruitment. Internal resources to meet staffing needs. Features of selection of management personnel. The essence and stages of selection of personnel. Organization and location of interviews. Methods of selection of personnel (studying of documents, free selection, matrix, expert, conformity, testing, attestation, etc.). Competition method in the replacement of specialists. Organization of the competition. Job placements, trainings, advanced training courses in the system of effective selection of personnel.

Topic 7. Career guidance and adaptation in HR management

The essence and tasks of professional orientation. Stages of professional orientation. Place of professiology and professiogram in the personnel management system. The essence and features of labor adaptation of staff. Primary, secondary; psychophysiological, professional, social and psychological adaptation. Subjective and objective adaptation factors. Stages of labor adaptation. Management of labor adaptation of personnel. Indicators of effective staff adaptation. Experience in the organization of vocational guidance abroad.

Topic 8. Human Resources Management

Content and features of management of managerial personnel. Stages of formation of personnel potential: attraction, selection, testing, development, resignation.

Recruitment agencies in the management system of managerial personnel. Requirements for managers in national and foreign organizations. Motivation of work of managers: criteria, components and their regulation. Social packages in organizations. Management development. Organized and unorganized training. Features of formation of managerial personnel abroad.

Theme 9. Rectuitment of personnel

The concept and tasks of reserve management in the personnel management system. The number of personnel reserves. Process and principles of formation of personnel reserve in organizations. The main criteria for selecting candidates for the recruitment pool. Sources of formation of reserving top management of organizations. Methods for selecting reserve candidates. Planning and organization of work with the reserve. The main forms of work with the reserve staff: internships, training, delegation, replacement, etc. Evaluation of training reserve pool.

Content module 2. Assessment, development and management of staff usage

Topic 10. Periodic staff assessment and staff appraisal

The essence and tasks of staff evaluation. Staff performance evaluation criteria, quantitative and qualitative evaluation indicators. Models of management positions of managerial jobs. Methodical approaches to staff evaluation. Features of evaluation of managers and specialists. Attestation as a form of staff evaluation. Certification objects. Legal and documentary certification of attestation. Organization of certification. Types of attestation, their purpose and timing. Management decisions on the results of certification.

Topic 11. Staff development and training

Main types and methods of personnel training. Continuous system of personnel training and development. Forms, duration and quality of training. Self-education in the personnel development system. Short-term courses, internships, postgraduate studies, doctoral studies. Retraining. Organizational and methodological support of staff training. Financing and investing of personnel development of organizations. Motivation for continuous staff training. State programs for human development.

Topic 12. Managing a Business Career

The essence of the concept of career. The motives and goals of career growth of staff. Main types of career (dynamic, static, vertical, horizontal), their characteristics. Career planning and development. System of professional transfer of personnel. Plans and forms of professional displacement. Managing the career of employees. Basic steps in managing a business career. Career program in the personnel management system. Ending an employee's career in an organization.

Theme 13. The system of compensation and rewards in personnel management

The concept of rewarding for work. Criteria and organization for determining remuneration. Wages as remuneration, its main forms. Rewards in the system of remuneration for work. Impact of supply and demand in the labor market on the formation of compensation and remuneration. Concept of compensation, benefits and

their place in the personnel management system. Methods for determining staff remuneration in organizations. Features of determining compensation and rewards in organizations of other countries.

Topic 14. Socionics and personnel management

The essence and concept of socionics. Construction of socionic models of personalities. Criteria and scales of socionics: "ethics - logic", "intuition - sensory", "introversion - extraversion", "rationality - irrationality". Characteristics of features of major sociotypes. Sociotypes ability to different activities. Methodical approaches in the application of socionics in the personnel management system of organizations.

Topic 15. Stable team development and staff use

Concepts, values and functions of the labor collective. Formal and informal structure of the team. Stages of formation, development of staff and behavior of staff. Microgroups, leadership in the team. The concept of social and psychological climate as a basis for effective use of staff. Factors regulating the social and psychological climate of the team. Conflicts and staff productivity. Business and interpersonal conflicts, their consequences. Ways to resolve conflicts in personnel management.

Topic 16. Management of staff turnover and work discipline

The essence and consequences of staff turnover. Assessment and indicators of staff turnover. Main causes and motives of staff turnover. Factors of management of fluidity. Internal and external factors for reducing staff turnover in organizations. The concept of labor discipline. The main factors of discipline formation. Organization of labor discipline management. Assessment of the level of labor discipline in enterprises. Experience in managing staff turnover and work discipline abroad.

Topic 17. Documentation and record keeping in the personnel management system

Tasks and requirements for the organization of record keeping of personnel services. Regulatory documents of activity of personnel services. Personnel management information support. Nomenclature of cases and basic organizational and administrative documents in personnel management. Identity Cards and Personal Cases. Accounting and statistical reporting in the personnel management system. Automated personnel management systems for organizations. Personnel information systems abroad.

Structure of the Discipline

Titles of content modules and Topics	Hours											
	Full-time						Part-time					
	Total	including					Total	including				
		l	p	lab.	Ind	Indv		l	p	lab.	Ind	Indv
1	2	3	4	5	6	7	8	9	10	11	12	13
Module 1. Theoretical foundations of personnel management												
Topic 1. Theoretical foundations of personnel management	6	2	2			2						
Topic 2. Staff composition and structure	6	2	2			2						
Topic 3. The evolution of views on personnel management	6	2	2			2						
Topic 4. Legal aspects of personnel management	6	2	2			2						
Topic 5. Planning and staff formation of organizations	9	4	4			1						
Topic 6. Organization of recruiting and selection of personnel	6	2	2			2						
Topic 7. Career guidance and adaptation in HR management	6	2	2			2						
Topic 8. Human Resources of Management	9	4	4			1						
Topic 9. Recruitment of personnel	6	2	2			2						
Topic 10. Periodic staff assessment and staff appraisal	6	2	2			2						

Module 2. Assessment, development and management of staff use.													
Topic 11: Motivation to work in systems management technologies	**6**	**2**	**2**			**2**							
Topic 12. Staff development and training	**6**	**2**	**2**			**2**							
Topic 13. Managing a Business Career	**9**	**4**	**4**			**1**							
Topic 14. System of compensation and rewarding in personnel management	**6**	**2**	**2**			**2**							
Topic 15. Socionics and personnel management	**6**	**2**	**2**			**2**							
Topic 16. Stable team development and staff use	**9**	**4**	**4**			**1**							
Topic 17. Management of staff turnover and work discipline	**6**	**2**	**2**			**2**							
Topic 18. Documentation and record keeping in the personnel management system	**6**	**2**	**2**			**2**							
Total	**120**	**44**	**44**			**32**							

5.Topics and plan of lectures

№ п/п	Name of Topics and plan	Hours
1.	Topic 1. Theoretical foundations of personnel management 1. The subject, tasks and essence of science personnel management, the main stages of organization of work with staff. 2. The concept of personnel management. 3. Management bodies in the personnel management system.	**2**
2.	Topic 2. Staff composition and structure 1. The personnel of the enterprise, its main features and characteristics 2. Classification of personnel involved in the management and production	**2**

	process 3. Personnel structure by professions, specialties, qualifications, educational level	
3.	Topic 3. The evolution of views on personnel management 1. Formation of views on the management of people 2. Formation of scientific views on human resource management 3. Development of domestic approaches to personnel management 4. Modern theories in personnel management	**2**
4.	Topic 4. Legal aspects of personnel management 1. The legal basis of labor relations 2. The legal basis for the termination of labor relations 3. The concept of working time and its payment	**2**
5.	Topic 5. Planning and staff formation of organizations 1. Planning the number of personnel of the organization 2. Types of staff planning 3. Methods of staff planning 4. Formation of the staff of the organization abroad	**4**
6.	Topic 6. Organization of recruiting and selection of personnel 1. Organization of recruitment (involvement) of staff 2. Selection of staff 3. Organization of the competition of specialists	**2**
7	Topic 7. Career guidance and adaptation in HR management 1. The process of forming managerial staff 2. Regulation of payment of managers 3. Training and retraining	**2**
8.	Topic 8. Human Resources of Management 1. The concept and purpose of forming a reserve pool 2. Stages and principles of formation of reserve of personnel 3. Methods of selection of candidates for reserve 4. Organization of work with the reserve	**4**
9.	Topic 9. Recruitment of personnel 1. The essence, tasks and methods of staff evaluation 2. Socio-psychological evaluation of managers and specialists 3. Attestation as a form of staff evaluation	**2**
10.	Topic 10. Periodic staff assessment and staff appraisal 1. The system of continuous training of personnel 2. Types and methods of personnel training 3. Organizational and methodological support of training	**2**
11.	Topic 11: Motivation to work in systems management technologies 1. The concept and role of motivation in management 2. Needs and rewards in the motivation system. 3. Modern technologies in management.	**2**
12.	Topic 12. Staff development and training 1. Investing personnel development in the system of motivation to work. 2. Formation of an effective system of motivation. 3. Features of motivation to work in modern organizations and abroad.	**2**
13.	Topic 13. Managing a Business Career 1. The essence of the concept of career, types, characteristics 2. Career planning and development	**4**

		3. System of professional transfer of employees 4. Career Management	
	14.	Topic 14. System of compensation and rewarding in personnel management 1. Criteria and organization of awarding 2. Determination of compensation and benefits 3. Methods for determining remuneration	**2**
	15.	Topic 15. Socionics and personnel management 1. The concept, structure and stages of development of the workforce in personnel management 2. Socio-psychological climate and factors of its regulation	**2**
	16.	Topic 16. Stable team development and staff use 1. The nature and indicators of staff turnover 2. Managing the turnover of the organization 3. Organization of labor discipline management	**4**
	17.	Topic 17. Management of staff turnover and work discipline 1. The basic requirements of the organization of record keeping of personnel services 2. Documentation of personnel management 3. Organization of accounting and personnel reporting 4. System of information about personnel abroad	**2**
	18.	Topic 18. Documentation and record keeping in the personnel management system 1. The essence of the concept of career, types, characteristics 2. Career planning and development 3. System of professional transfer of employees 4. Career Management	**2**
Total:			**44**

6. Topics of practical classes

№	Name of Topics and plan	Hours
1.	Topic 1. Methods of the personality study	2
2.	Topic 2. Personnel policy in the system of labor resources management.	2
3.	Theme 3. Documents-regulations in the management of human resources.	2
4.	Topic 4. Workforce planning and forecasting	2
5.	Topic 5. Training: Social and psychological portrait of a regional manager	4
6.	Topic 6: Effectiveness of personnel management	2
7	Topic 7. Reserve Planning and Management Sequence	2
8.	Topic 8. Power in staff management technologies	4
9.	Topic 9. Career Management	2
10.	Topic 10. Training: Recruitment	2
11.	Topic 11. Motivation to work in systems management technologies	2

12.	Topic 12. Modern motivational mechanisms in system management technologies	2
13.	Topic 13. Managing a Business Career	4
14.	Topic 14. Training: Recruitment.	2
15.	Topic 15. Management of personnel development and training.	2
16.	Topic 16. Staff evaluation and certification	4
17.	Topic 17: Training: Mastering the Art of Criticism	2
18.	Topic 18: Managing staff turnover and firing.	2
	Total	**44**

7. Individual work

№	Name of Topics	Hours
1.	Topic 1. General characteristics of labor management in the system of regional management	2
2.	Topic 2. The evolution of views on human resource management.	2
3.	Topic 3. Personnel policy and governing bodies in the personnel management system	2
4.	Topic 4. Workforce planning and forecasting	2
5.	Topic 5. Organization of selection and selection of labor resources	1
6.	Topic 6. Professional orientation and adaptation in the human resource management system.	2
7	Theme 7. Formation of personnel potential of management and reserve of personnel.	2
8.	Topic 8. Career development in the enterprise	1
9.	Topic 9 .Characteristics of Personnel Management Techniques.	2
10.	Topic 10. Styles in technology of management personnel	2
11.	Topic 11. Motivation to work in modern technologies of personnel management	2
12.	Topic 12. Modern motivational mechanisms in system management technologies	2
13.	Topic 13. Evaluation of staff activities in organizations.	1
14.	Topic 14. Staff Development and Training	2

15.	Topic 15. The system of compensation and rewards in personnel management	2
16.	Topic 16. Stable team development and staff use	1
17.	Topic 17. Management of staff turnover and work discipline	2
18.	Topic 18. Documentation and record keeping in the personnel management system	2
	Total	**36**

8. Individual tasks

1. To substantiate the feasibility of solving the scientific problem of the dissertation research by improving modern technologies of personnel management.
2. To provide economic justification for the use of advanced technologies of personnel management in the empirical object of research.
3. Build a structural and logical scheme of the personnel management system in the objects of empirical research to solve the problems of the dissertation research in the implementation of innovative solutions.

9. Learning methods

1. Methods of learning by source of knowledge:

1.1. *Verbal: story, explanation, conversation (heuristic and reproductive), lecture, work with a book (reading, retelling, summarizing).*
1.2. Visual: demonstration, illustration, observation.
1.3. Practicals: laboratory method, practical work, exercise.
2. Methods of learning by the nature of the logic of knowledge.
2.1. Analytical
2.2. Methods of synthesis
2.3. Inductive and deductive methods
3. Methods of teaching by the nature and level of students' independent mental activity.
3.1. Problematic
3.2. Partial Search (Heuristic)
3.3. Research
4. Active teaching methods - the use of technical training tools, the use of training and control tests, the use of basic lecture notes.
5. Interactive learning technologies - use of multimedia technologies, spreadsheets.
6. Personalized Learning, Differentiated Instruction (Low Tech), Inquiry-based Learning - to formulate and solve individual tasks that the applicant receives according to the topic of the dissertation (the content of the individual task 8) aimed at achieving the goal of the study.The interaction between the applicant and the teacher, as well as counseling is carried out through the use of e-mail, viber, SMS, telephone communication, direct contact with the lecture em duty schedule according to department.

1. Methods of control

1. Rating control over a 100-point ECTS rating scale.
2. Conducting intermediate control during the semester (intermediate certification).

3. Multicriteria assessment of students' current work:
- the level of knowledge demonstrated in practical and laboratory classes;
- activity during the discussion of the issues raised in the class;
- express control during class;
- self-study of the topic as a whole or individual issues;
- fulfillment of analytical and calculation tasks;
- writing abstracts, essays, reports;
- test results;
- written tasks in the course of control work;
- production situations, cases, etc..

11. Distribution of points received by students (full - time study))*

Attestation and individual work																		Ind. work	Total for module and ind. work	Attestation	Сума
Module 1 -30										Module 2 -30								25	85 (60+25)	15	100
T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16	T17	T18				
3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4				

*Assessment of the level of assimilation by the applicant and the formation of general and special (professional competencies) is carried out by the results of the applicant's submission on the discipline profile: prepared manuscript of the article; abstracts of the report on the scientific-practical conference, the certificate of participation in the conference; presentations of author's development. Provides direct consideration in the final assessment of the completion of a specific individual task for the discipline:

- Assessment of the systematic approach of analysis of personnel management in the objects of empirical research with reflection of interconnection and interdependence between constituent elements. (on the selected topic of the dissertation).

In order to ensure the objectivity of assessing the level of competence acquisition, the final assessment is carried out on a commission basis (with the involvement of: the postgraduate and doctoral student head and a member of the ESPProject team"Management").

Grading scale: national and ECTS

Total points for all the educational activities	Rating ECTS	Assessment of national scale	
		for exam, course project (work), practice	to offset
90 – 100	A	Excellent	Accepted
82-89	B	Good	
75-81	C		
69-74	D	Satisfactory	
60-68	E		

35-59	**FX**	**Poor -** need to work before you get a positive assessment	Not credited with the possibility of re-assembly
1-34	**F**	**Poor –** need to work seriously	Not credited with mandatory courses re-learning

12. Literature

Main

Anderson, V. (2015), "International HRD and offshore outsourcing: a conceptual review and research agenda", Human Resource Development Review, Vol. 14 No. 3, pp. 259-278.

Carmen Paz-Aparicio, Joan E. Ricart, Jaime Bonache, (2017) "Understanding the decision to offshore human resource activities: a coevolutionary perspective", International Journal of Physical Distribution & Logistics Management, Vol. 47 Issue: 2/3, pp.175-197, https://doi.org/10.1108/IJPDLM-09-2015-0224

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