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SYLLABUS

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EUROPEAN SCHOOL OF BUSINESS

Personnel management

2023

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Course Name	
	Personnel management

Lecturer (s)	
	Roman Halenin, PhD in Economics, associate professor at the Department of Management, Finance and Business Administration

Lecturer's profile	
	https://business.ieu.edu.ua/pro-yemsh/struktura-kafedry-vykladachi/ kafedry/kafedra-menedzhmentu#galenin

Consultations	
online consulting	Thursday 4 p.m. – 5 p.m.
offline consulting	Third Friday of the month 4 p.m. – 5 p.m.

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Discipline page	
	https://business.ieu.edu.ua/navchannia/orhanizatsiia-osvitnoho-protsesu/ robochi-prohramy/bakalavrat

Form of final control	test	def. test	exam
	☐	☐	☒

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1	Brief discipline annotation

The Personnel management discipline is an integral part of the educational and professional program for training specialists in the knowledge area: 07 Management and Administration. Personnel management was singled out as an independent subject of study primarily due to the fact that any enterprise is a social system, and its successful operations in the external environment is increasingly dependent on the human factor. Therefore, the management style, qualification of people, their behavior, response to innovations and external changes should be constantly taken into account by top managers of the enterprise. Within the new paradigm, great attention should be paid to factors of organizational culture, individual and group norms of behavior, types of relationships, team cohesion, etc.

2	Background for studying discipline

Subject matter of the academic discipline: philosophy and concept of personnel reserve management, enterprise personnel as an object of management, psychology of organization, concepts and principles of personnel management, strategic areas in personnel management, analysis of personnel potential, types of technologies used by the object of management, means of influence on personnel, organization of managerial work.

3	Goal and objectives of the discipline

The goal of the Personnel management discipline is to introduce resource capabilities of the human factor in the management of organizations in modern conditions to students and trainees of the professional program.
Key objectives of the Personnel management discipline:
• to examine psychological characteristics of management objects, both personnel and organization as a whole, and subjects of management, which are managers of different levels;
• to reveal psychological mechanisms ensuring the efficiency of managerial systems;
• to use state-of-the-art psychological technologies and approaches to solving managerial tasks.

4	Learning outcomes

PLO 3. To show knowledge of theories, methods and functions of management, contemporary leadership concepts.
PLO 9. To show interaction, leadership and teamwork skills.
PLO 10. To have skills in grounding efficient tools for motivating organization personnel.
PLO 11. To show skills in analyzing the situation and carrying out communications in different areas of organization activities.
PLO 14. To identify stress causes, adapt yourself and your team members to a stress situation, find ways of its neutralization.
PLO 17. To carry out research individually and/or in a group under leader's supervision.

5	ECTS credits

3 ECTS credits / 90 academic hours

6	Discipline structure

Content sections and topics	Amount of hours											
	full-time mode of study						part-time mode of study					
	total	including					total	including				
		l	p	lab.	ind.	i. w.		l	p	lab.	ind.	i. w.
1	2	3	4	5	6	7	8	9	10	11	12	13
CONTENT SECTION 1. HUMAN RESOURCES MANAGEMENT												
Topic 1. Key concepts. Evolution and trends of personnel management.	6	2	2	-	-	2	8	2	-	-	-	6
Topic 2. Personnel of the enterprise as an object of management.	7	2	2	-	-	3	6	-	-	-	-	6
Topic 3. Place and role of human resources management in the enterprise management system.	9	4	2	-	-	3	8	-	2	-	-	6
Topic 4. Principles of personnel management.	7	2	2	-	-	3	8	2	-	-	-	6
Topic 5. Functional division of labor and organizational structure of personnel management service.	7	2	2	-	-	3	6	-	-	-	-	6
Topic 6. Staffing, information, technical and legal support of the personnel management system.	7	2	2	-	-	3	6	-	-	-	-	6
Test work No. 1	2	-	2	-	-	-	-	-	-	-	-	-
Total per content section 1	**45**	**14**	**14**	**-**	**-**	**17**	**42**	**4**	**2**	**-**	**-**	**36**
CONTENT SECTION 2. PERSONNEL MANAGEMENT												
Topic 7. Analysis of human resources potential.	6	2	2	-	-	2	8	-	-	-	-	8
Topic 8. Mobility, work with personnel reserve.	7	2	2	-	-	3	10	2	-	-	-	8
Topic 9. Business career planning.	7	2	2	-	-	3	6	-	-	-	-	6
Topic 10. Personnel selection and career guidance.	7	2	2	-	-	3	8	-	2	-	-	6
Topic 11. Training, retraining and advanced training of personnel.	9	4	2	-	-	3	8	2	-	-	-	6
Topic 12. Professional and organizational adaptation of personnel. Conflict in the team.	7	2	2	-	-	3	6	-	-	-	-	6
Test work No.2	2	-	2	-	-	-	-	-	-	-	-	-
Total per content section 1	**45**	**14**	**14**	**-**	**-**	**17**	**46**	**4**	**2**	**-**	**-**	**42**
Total hours	**90**	**28**	**28**	**-**	**-**	**34**	**90**	**8**	**4**	**-**	**-**	**78**

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7	List of obligatory tasks

1. Key concepts. Evolution and trends of personnel management.
Philosophy and concept of human resources management.
Review of additional literature and electronic sources on the topic of the lecture.
Drawing up a flowchart of the formation of personnel policy with the allocation of its historical stages based on the lecture material.
2. Organizational design and organizational structure of the personnel management system.
Analysis of the functions of the Personnel Management Service (table, scheme)
3. Personnel motivation.
Written work on highlighting and characterizing the stages of development of the motivational strategy of the organization (analysis of the Regulations on Bonuses).
5. Training, retraining and advanced training of personnel, career guidance.
  Characteristics of the main technologies of personnel policy at the stages of: 1) establishment of the organization; 2) intensive growth of the organization; 3) stabilization; 4) decline. Presentation of these characteristics in tabular form.

8	List of selective tasks

1.   Particularities of the American personnel management system
2.   Particularities of giving and using business cards
3.   Particularities of the European personnel management system
4.   Advanced training of personnel and its specifics in Ukraine
5.   Particularities of the Japanese personnel management system
6.   Improvement of labor efficiency: modern methods
7.   Problems of technical support of the personnel management system
8.   Methods of human resources planning (foreign experience)
9.   Problems of application of personnel rotation at enterprises
10.   Delegation of powers as an element of management culture
11.   Types of relations within the organization and problems of their formation
12.   Sources of personnel recruitment: their advantages and disadvantages
13.   The role of the personnel manager: assessment of his/her performance
14.   Personnel movement: promotion, reduction, transfer and dismissal
15.   The role of electronic means of communication in the development of personnel management system.

9	Discipline features

Period of teaching	Semester	International disciplinary integration	Year of study	Courses: general training/ professional training/elective
1 semester	7th semester	available	4st year	Professional training

10	Assessment system and requirements. General system of discipline assessment

As part of discipline teaching, one carries out current and final control of students' knowledge.
The final grade in the form of an exam is given according to the total rating of students.
 https://ieu.edu.ua/docs/pol-mark-esb.pdf
According to the results of current control during a semester, students can obtain 100 points maximally, the minimum sum of points allowing students to pass the discipline is 60 points.
Correlation between national and ECTS grades and student rating: https://ieu.edu.ua/docs/pol-mark-esb.pdf

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11	Admission to final control

The minimum amount of points that should be obtained by students for current educational activities during a semester to be admitted to the final control is 36 points. The grade for the discipline is defined as a sum of the final points for current activities and the points for the final control and is expressed due to the multipoint scale.

The grade for the discipline completing with the exam is determined as the sum of points for current learning activities (at least 36), points for individual independent work of students (no more than 6) and points for the test (at least 24).

The overall points of the discipline are 100. The total grade for the discipline is given according to the national and European scale.

The final control in the form of an exam is carried out after learning all the topics of the discipline, during the examination session.

https://ieu.edu.ua/docs/050.pdf

12	Discipline policy

To ensure fruitful learning and cognitive activities of students while studying the discipline, one holds relevant lectures in the form of presentations, case studies, group work and practical discussion classes. During classes and at the University, students should respect lecturers, staff and other students, attend classes according to the schedule, come on time and not leave classes without lecturer's permission. All assignments should be performed by the deadlines.

The teaching staff should constantly advance their professional level, teaching skills, general culture, as well as provide students with appropriate conditions for learning educational programs according to the requirements for the content, level and capacity of education, and encourage their comprehensive professional development. Lecturers should follow the curriculum, not be late for classes, not allow any manifestations of corruption, discrimination, bullying, harassment and infringement of the students' rights.

13	Policy of absence and late task performance

Students who miss the current control for valid reasons confirmed by documents have the right to take current control within two weeks after returning to studying.

Students who have missed classes without valid reasons, have not participated in current control activities, have not liquidated academic failure are not admitted to the final semester control of this discipline. In this case, an academic staff member puts a mark 'non-admission' in the exam record.

Repeated taking of the exam in the discipline is appointed in case of accomplishing all types of educational, independent (individual) work stipulated by the working program of the academic discipline and is carried out according to the approved schedule of academic failure liquidation.

https://ieu.edu.ua/docs/050.pdf

14	Academic integrity policy

Participants in the educational process rely on the academic integrity principles QR Code: https://ieu.edu.ua/docs/011.pdf

15	Recommended sources of information

Primary (basic) literature:

1.   Ivanova, N.S. I 21 Personnel management: course of lectures [Text] / Ministry of Education and Science of Ukraine, Donetsk National University of Economics and Trade named after Mykhailo Tuhan-Baranovskyi, Department of Marketing and Management; N.S. Ivanova. - Kryvyi Rih : [DonNUET], 2017. – 140 p.

2.   Personnel management: textbook / O.M. Shubalyi, N.T. Rud, A.I. Hordiichuk, I.V. Shubala, M.I. Dziamulych, O.V. Potiomkina, O.V. Sereda; edited by O.M. Shubalyi. - Lutsk: IPV of Lutsk NTU, 2018. – 404 p.

Additional literature:

1.   Personnel management [Text]: study guide / Y. I. Palekha. 2nd ed., revised. – K.: Lira-K, 2012. – 336 p.

2.   Personnel management: study guide / author's team. - K.: UBS NBU, 2011. - 381 p.

3.   Time management: Study guide / Skibitska L.I. - K, 2010 - 528 p.

4.   Kolot A.M. Social and labor relations: theory and practice of regulation: Monograph. - K.: KNEU, 2003. - K.: Center for Educational Literature. 2011. - 428 p.

5.   Krushelnytska O.V. Personnel management: Study guide. - 2008. - 154 p.

6.   Paliekha Y.I. Keys to success or organizational and managerial culture / Y.I. Paliekha. - K.: Publishing House of European University of Finance, Information Systems, Management and Business, 2011. - 211 p.

INFORMATION RESOURCES:

1.   Cambridge University Press Academic Journals Archive (EN) – http://journals.cambridge.org

2.   SAGE Publications Archive (EN) – http://online.sagepub.com

3.   OECD iLibrary (EN) – http://www.oecd-ilibrary.org

4.   ProQuest Research Library (EN) – http://search.proquest.com

5.   EBSCO Publishing (EN) – http://search.ebscohost.com

6.   Dudnieva Y.Y. Competence of the manager as a basis for the formation of his/her style. [Electronic resource]. – Available at: http://khntusg.com.ua/files/sbornik/vestnik_125/19.pdf

7.   Luniachek V.E. Competence approach as a methodology of professional training in higher school. [Electronic resource]. – Available at:

8.   http://www.kbuapa.kharkov.ua/e-book/putp/2013-1/doc/4/01.pdf

9.   Resolution On Approval of the National Qualifications Framework dd. November 23, 2011, No. 1341. [Electronic resource]. – Available at: http://zakon3.rada.gov.ua/laws/show/1341-2011-п

10.   Development of qualifications frameworks in Ukraine. Analytical report. Tempus project. // [Electronic resource]. – Available at: http://tempus-prj.onma.edu.ua/dlzone/qantus/qf_201450324.pdf

16	Tips on successful study during the course

If you want to succeed in this discipline, you should be:

- persistent, attentive and curious;

- creative, cheerful, and open to communication and discussions;

- ready to acquire information and knowledge about the subject not only during lectures but also during extracurricular activities.

See you at classes!